

FINANCIAL TIMES



Ruling Russia
The seven men
who really count

Page 18

Friends of Bill
Clinton toasts Gingrich
and Greenspan

Phillip Stephens, Page 14



Jordan
Peace crisis
crushes hopes

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World Business Newspaper <http://www.FT.com>

FRIDAY NOVEMBER 1 1996

Zaire's army faces defeat as Tutsis advance on Goma

Zaire's army was facing a humiliating defeat as Tutsi fighters advanced on Goma, capital of north Kivu. The Tutsis, suspected of belonging to the Rwandan army, are on the verge of seizing a swath of east Zaire, putting them in a position to dictate terms to the Zairean authorities. The country is seemingly paralysed by the absence of President Mobutu Sese Seko, who is being treated in Switzerland for prostate cancer. Page 16

At least 98 dead as aircraft hits houses



All 95 passengers and crew on board a Fokker F100 en route to Kinshasa were killed when it crashed shortly after take-off from Sao Paulo airport. The aircraft, operated by Brazilian airline TAM, clipped two blocks of flats before crashing into houses two miles from the airport. Rescue workers (above) said at least three people on the ground were killed. Page 4

Stena slips into red: Stena Line, the world's largest ferry operator, blamed competition on the English Channel and delayed ship deliveries for a \$125m (\$38m) loss during the first nine months. Page 17

World Bank's management attacked: The World Bank's management came under fire from members of its executive board after its in-house watchdog warned that its work on poverty reduction was inadequate. Page 7

IFC moves into Vietnam: The international Finance Corporation, private sector arm of the World Bank, announced its first move into Vietnam's financial sector. Page 5

Sabena unions agree cuts: A fresh financial crisis at Sabena was averted when trade unions agreed a cost-cutting programme after Swissair threatened to write off its \$125m (\$37.2m) investment in the Belgian airline. Page 16; Airline strike likely to embarrass Philippines, Page 6

Pharmacia's second profits warning: Swedish-US pharmaceuticals company Pharmacia and Upjohn issued its second profits warning in three weeks. Page 17; Lex, Page 26

Hungarian telecoms group to float: Hungary's national telecommunications company, is poised to float within the next 18 months. Page 17

Malaysia challenges US threat: Malaysia, whose national oil company faces US sanctions for investing in Iran, said that it will use "international forums" to challenge Washington's threat. Page 6

India speeds investment approval: India's Foreign Investment Promotion Board cleared 63 foreign investment proposals worth a total of \$684m, sustaining a recent government drive to accelerate such approvals. Page 5

TV Asahi limits Murdoch's influence: Japan's Asahi National Broadcasting, in which Rupert Murdoch's News Corporation has a 21.4 per cent stake with Softbank, has acted to curb the influence of the media group and its Japanese partner. Page 17

Mark of watchdogs plan summit: The world's three biggest commodity futures market watchdogs are to discuss concerns about global commodity market regulation in the wake of the Sumitomo copper scandal. Page 26

Thai trade gap narrows: Thailand's current account deficit dipped below \$120bn (\$1.18bn) for the first time in six months, the central bank said, suggesting the country's economic woes may be easing. Page 8

Swiss army secrets missing: The head of the Swiss army, which has not fought a war in 500 years, is stepping down following accusations that top-secret battle plans may have fallen into the wrong hands. Page 2

FT.com: The FT web site provides online news, comment and analysis at <http://www.FT.com>

STOCK MARKET INDICES		GOLD	
New York Composite	4,306.55 (+4.35)	New York Gold	357.1 (361.3)
NASDAQ Composite	2,122.71 (+6.49)	London	379.5 (380.2)
Europe and Far East		Close	379.5 (380.2)
CAC40	2,148.51 (+15.78)		
DAX	2,082.25 (+19.48)	DOLLAR	
FTSE 100	3,376.1 (+15.2)	New York (incl. futures)	1.522
Nikkei	20,486.08 (+214.81)	DM	1.51675
US BOND YIELD RATES		FF	5.121
Federal Funds	5.75%	SF	5.275
3-mth Treasury Bill	5.348%	Y	114.97
Long Bond	5.05%		
Yield	5.878%	OTHER RATES	
		UK 3-mth bill	6.75%
		UK 10 yr bill	8.25%
		France 10 yr bill	10.27%
		Germany 10 yr bill	10.121%
		Japan 10 yr bill	10.2805%
		NORTH SEA OIL (Barrels)	
		Brent	22.83 (23.165)
		DM	2.4841 (2.4804)
		STERLING	
		DM	1.5224 (1.5224)
		DM	1.5132 (1.5073)
		FF	5.1082 (5.0918)
		SF	1.2887 (1.2494)
		Y	113.74 (113.98)
		Tokyo close	Y 113.85

Russian gas group to raise up to \$500m to strengthen hold on market Gazprom aims for eurobonds

By John Thornhill and Andrew Gowling in Moscow

Gazprom, the world's biggest gas concern, is planning to become the first Russian company to tap the eurobond market before the collapse of the Soviet Union. The move could presage a flood of similar issues by Russian borrowers. The company, which in October received \$429.3m from an international share offer, is expected to raise between \$250m and \$500m to finance investments to strengthen its already dominant hold on the European gas market. With the eurobond, Gazprom intends to test the market for

an aggressive capital-raising programme in the coming months. The eurobond move is likely to come swiftly after a Russian sovereign bond issue planned for later this month. Mr Alexander Livshits, the finance minister, said yesterday he still expected the sovereign eurobond issue to come during November. This is despite fears over President Boris Yeltsin's health, and the breakdown of talks with the International Monetary Fund over the disbursement of the latest tranche of the government's \$10.2bn budget support loan. "As a matter of principle we do not want to have a mass issue," he said. "We will have

Power behind throne... Page 15
Eurobonds... Page 24
a small issue with a low yield. We want the first Russian bond issued abroad to have a respectable status." Mr Livshits said he hoped the IMF would resume disbursing its credit after a review of Russia's progress in collecting taxes in mid-November. The sovereign debt issue is seen as a milestone in Russia's re-integration into the world economy, following agreements in principle with the Paris and London clubs of official and commercial bank creditors to reschedule its

debts. It, and the Gazprom issue, could clear the way for the rapid development of a corporate bond market, opening up a new source of capital for the country's biggest privatised companies. Several of Russia's municipal authorities, including Moscow, St Petersburg, and Nizhny Novgorod, are also planning to issue debt finance abroad. Mr Alexander Semenyaka, the Gazprom director responsible for raising capital, said the company needed \$400m to exploit its vast reserves in the Yamal peninsula, and could not finance the project solely through cash flow. "We will finance these needs

by a variety of means through project finance and the issue of shares and bonds," he said. Mr Semenyaka said Gazprom had to look abroad to raise finance because of the underdevelopment of Russia's own capital markets. It would sell more equity to foreign investors following publication of internationally-acceptable accounts next summer. The Russian government has agreed that 5 per cent of Gazprom's equity can be sold abroad. Gazprom's placement of 1.15 per cent of its shares abroad was heavily over-subscribed by international investors, suggesting there could be strong demand for a eurobond.

Britain set for showdown over EU work rule

By Robert Peston, Political Editor

The British government is preparing for its most dramatic showdown to date with its European Union partners, over a European Court of Justice judgment due in ten days which is expected to implement a maximum 48-hour working week in the UK. The government has been bitterly resisting the implementation of the restrictions, contained in a 1993 directive. If the judgment goes against the UK, it will threaten to veto any EU reforms proposed at the current European inter-governmental conference unless the judgment is overturned. "We don't care whether or not there is a new EU treaty [under negotiation at the conference]. So if they want it, they are going to have to play ball on the working time directive," said a senior politician. The cabinet's combative stance follows the receipt of disappointing legal advice on their ability to delay implementation. Ministers had hoped that they could buy time by insisting on a long period of consultation before implementation. However they have been advised that the November 23 deadline for other EU countries applies to the UK as well. The government denied it was once again talking tough, as in the early stages of the BSE beef crisis, only to back off when it came to the crunch. "You have to understand that the prime minister feels passionately about the social angle of the EU," said one of his colleagues. "Having secured an opt-out from the social chapter, he is not going to see all that thrown away just before the British election." The working time directive would give employees in many industries the right to secure a maximum 48-hour working week. Mr Major felt he had

Continued on Page 16 Pension debt, Page 8

Malaysian banks in complex talks over merger

By James Kynge in Kuala Lumpur

Two Malaysian banks are negotiating to merge into the country's second biggest bank, responding to a government drive to prepare local industry for unrestricted regional competition. The government has pledged to open its banking sector to foreign competition by 2004. It is aware that many of the 37 banks which serve Malaysia's 20m people would struggle to compete with Asia's heavy-weight banking groups. The complex negotiations, confirmed by officials yesterday, are aimed at merging Kwong Yik Bank and DCB Holdings. Another company, the conglomerate Malaysian Resources (MRCB), is also negotiating to take a stake in the new bank. The name of the new bank and the proposed shareholdings of the respective parties have not been revealed. A merger of Kwong Yik and DCB would create a group with shareholders' funds of M\$1.89bn (\$747m) and total assets of about M\$45.7bn. This would rank it behind Maybank, which has total assets of M\$94.2bn, and just above Bank Bumiputra with assets of about M\$45.5bn.

The new group is likely to operate a range of banking and stockbroking services. Mr Rashid Hussain, the stockbroker and owner of a brokerage, is expected to be a prime mover in the banking and financial services company. Mr Rashid, the son-in-law of Malaysian tycoon Mr Robert Kuok, has a reputation for innovation and professionalism in stockbroking. The merger is expected to happen in stages. DCB is expected to acquire the Rashid Hussain stockbroking house. In return, Mr Rashid - who already owns 20 per cent of DCB - is expected to receive new shares. Later, DCB will acquire Kwong Yik Bank and MRCB will also take a stake, industry analysts said.

Through the MRCB stake, the government will have a significant say in the new bank. In return, the bank is likely to be regarded favourably by top officials - a crucial attribute in a country where the government often has an influence over which companies are awarded a range of commercial opportunities. "What we are seeing is Malaysia Inc at work," said one analyst at a local brokerage house. "Signs of government guidance are everywhere." One sign is the fact that Kwong Yik is a subsidiary of

Continued on Page 16



Brussels approves French scheme to meet Emu target

By Gillian Tett in London and David Owen in Paris

The European Commission yesterday approved France's plan to use FF37.5bn (\$7.35bn) of pension fund transfers from France Telecom to reduce its budget deficit to qualify for a single currency. The speed at which the decision was taken irritated Germany and Britain. Consultations with countries like the UK had not yet been completed after doubts about the plan's legitimacy were raised last week. Mr Yves Franchet, director of the Commission's statistical wing, said France could use the pension fund transfers to cut its deficit to 3 per cent of gross domestic product in 1997. The move reinforced belief in the financial markets that political pressure would ensure that European Monetary Union takes place. The prices of European government bonds rose sharply, and the French franc rose to FF133.375 against the D-Mark, from a previous close of FF133.375.

The Commission's decision delighted Mr Jean Arthuis, French finance minister, who said it "confirmed his analysis" that the move was permissible. However, it irritated some European countries, including Germany. Mr Klaus Dieter Kuehnel, a Bundesbank council member, argued that the decision was "wrong". "It challenges other countries which seemingly do not fulfil the criteria to take sim-

ilar measures," he said, reflecting concern that countries such as Italy may now copy the French move. Some economists also warned that the decision could exacerbate splits between the Bundesbank and other European countries about how strictly the Emu criteria should be applied. The European Monetary Institute is to publish its report on Emu convergence next week. Some diplomats believe this may take a more rigorous approach than the Commission. Last week a meeting of the Commission's statistical advisory committee revealed that German, British and Dutch officials doubted whether it was legitimate for France to use France Telecom funds in its budget calculations. The Commission asked each member state to comment and said yesterday that a "large majority" of countries accepted France's move, but it refused to reveal the size of this majority. The statistical advisory committee now plans to hold an emergency meeting to formulate its response next Monday.

LDP set to form new government

Japanese prime minister Ryutaro Hashimoto, right, indicates to Takako Doi, leader of the leftwing Social Democratic party, a member of the previous coalition, where she should sign a policy accord in Tokyo yesterday. The agreement, which also involved the New Harbinger party, should allow Mr Hashimoto's conservative Liberal Democratic party to govern as a one-party majority government, with its two former partners offering parliamentary support on the issues outlined in the policy accord. Members of parliament will probably elect Mr Hashimoto prime minister at an extraordinary session of the lower house next Thursday. Report, Page 16; Editorial Comment, Page 15.

OVERSEAS TIME SET FREE

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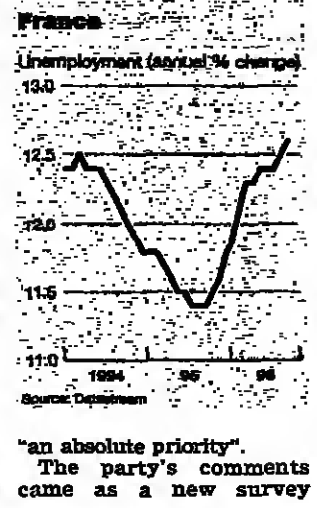
NEWS: EUROPE

September's figure climbs as prime minister's standing falls
French jobless at record level

By David Owen in Paris

French unemployment rose more than expected in September. It climbed by 27,700 to reach a record high of 12.6 per cent, as an opinion poll showed the popularity of Mr Alain Juppé, the prime minister, falling to a record low.

of work to 3.11m, came as the Bank of France shaved five basis points from its intervention base rate to 3.20 per cent. The move, which was smaller than expected, had little immediate impact on the markets.



showed Mr Juppé's popularity at its lowest level since he entered office 17 months ago. The Louis Harris poll for the magazine Valeurs Actuelles said 24 per cent, or less than one in four, of 1,000 respondents questioned were satisfied with the prime minister's performance, down from 30 per cent a month ago.

days for its handling of the sale of the Thomson electronics giant to the Lagardère defence group. Earlier this week, it tried to defuse the situation by promising a full parliamentary debate before a definitive decision was taken.

Paris may sell part of GAN to private investors

By Andrew Jack in Paris

The French government is considering allowing a number of private sector investors to buy some of its shares in the state-owned GAN insurance group as part of a move to recapitalise and sell it off as soon as next year.

EUROPEAN NEWS DIGEST

Brussels clears Telekom offer

The European Commission yesterday cleared a controversial plan by Germany's soon to be privatised Deutsche Telekom to offer its business clients rebates of up to 49 per cent. In a statement, Mr Karel Van Miert, the competition commissioner, said the agreement was conditional on the conclusion of retroactive network access agreements between Deutsche Telekom and its competitors by December 31, and on the German pool and telecommunications ministry taking additional regulatory steps required for competitive network access in the domestic market before that date.

Telefónica share warning

The share value of Telefónica, the Spanish telecoms operator due to be fully privatised early next year, could collapse unless the government speeds up liberalisation of the sector, Mr Juan Villalonga, its chairman, said yesterday. He warned that any delay in opening Spain's market by the January 1, 1998 deadline agreed by most EU countries would prompt the European Commission to bar Telefónica from membership of Unisource, an alliance of smaller European operators.

Italian growth forecast cut

The Bank of Italy yesterday offered a far more cautious estimate of economic growth next year than the 2 per cent projected by the centre-left government. Its bi-annual economic bulletin says the sheer size of the budgetary measures due to be introduced next year are bound to have a negative impact on growth. It expects gross domestic product to be "about half" that predicted by the government.

Stet chief 'investigated'

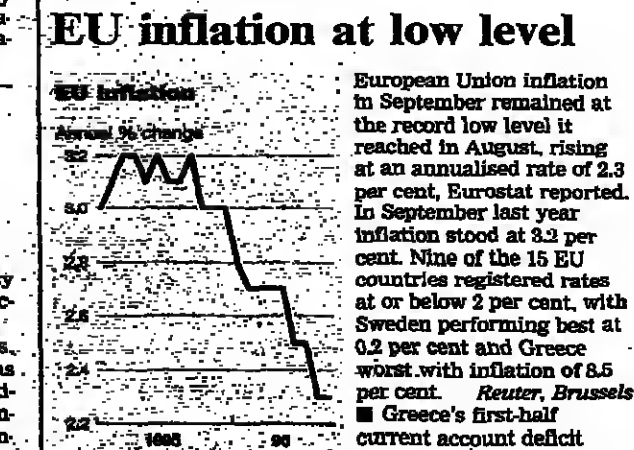
The head of Italy's state telecommunications holding, Stet, and the third highest official in the tax police were yesterday placed under investigation in a corruption probe, state television reported, quoting judicial sources. It said magistrates in the north-western town of Asti alleged that Stet managing director Mr Ernesto Fascale was involved with a secret group set up to try to influence public and government appointments.

French film director dies

Marcel Carné, director of the French film classic Les Enfants du Paradis, died yesterday aged 90. Carné pioneered the French "film noir", winning widespread acclaim in the 1930s and 1940s, and worked consistently for three decades after the second world war. He won widespread acclaim for Quai des Brumes and Hôtel du Nord in the 1930s and 1940s, but will probably be remembered best for Les Enfants du Paradis, starring Arletty, Pierre Brasseur and Jean-Louis Barrault, which evoked the street life of Paris in the mid-19th century.

ECONOMIC WATCH

EU inflation at low level



European Union inflation in September remained at the record low level it reached in August, rising at an annualised rate of 2.3 per cent, Eurostat reported. In September last year inflation stood at 3.2 per cent. Nine of the 15 EU countries registered rates at or below 2 per cent, with Sweden performing best at 0.2 per cent and Greece worst with inflation of 8.5 per cent.

Table with 4 columns: Country, Employees, Passenger traffic, Freight traffic. Rows include France (SNCF), Germany (DB), Italy (FS), Spain (RENFE), and UK (BR).

Red signal ahead for EU rail aid

Railways on the European continent are caught in a time-warp. There is no single market, competition rules do not apply and rail companies in most EU countries are heavily subsidised.

Brussels is intending to shake up the Continent's cossed railway companies, writes Caroline Southey

While liberalisation has forced deregulation in energy, telecommunications and some parts of the transport industry, such as airlines, most EU rail operators have been left untouched.

speed of 25km per hour. Between 1970 and 1994 rail lost half its market share as road freight increased by 150 per cent. Although railways carried 25 per cent more passengers, this figure must be set against a 120 per cent rise in car ownership.

quo, rail companies would have to be run on a commercial basis. "The idea is to get away from the debt culture. This should be attractive to many member states trying to meet the criteria for joining a single currency," the EU diplomat said.

Said one EU diplomat: "The choice is between governments pouring money into a bottomless pit, or doing something about less-making monopolies. The Commission is offering member states an alternative."

The Commission hopes the corridors will set useful precedents by breaking down national barriers and sweeping away out-dated practices. These include different signalling and safety standards, limited and nationally dominated access to tracks, as well as crew and locomotive changes at borders.

Brussels admits the changes will cost jobs, but argues that opting for no change is a recipe for disaster. It has proposed that EU social funds be used to ease the impact.

Rail operators from the 15 EU countries have been meeting in Brussels this week to map out the first "freight freeways" across the European Union. The idea, spearheaded by the Commission, is to force the pace of change by pressing ahead with corridors running through several EU countries to prove that rail can match the speed and reliability of road hauliers.

However, the enthusiasm for the freight freeways could easily evaporate once Mr Neil Kinnock, the transport commissioner, begins an assault on commercial structures. A key element of his strategy includes bringing rules on state aid for rail in line with those for airlines. This would mean only large

restructuring projects and subsidies for public services networks would be entitled to assistance. "The nuclear option would be to apply wholesale all the rules on state aids. But we don't want to do that. Not yet anyway," a Commission official said.

Until then the information, which ranged from troop deployments to battle plans, had been updated every year in two large books which were issued to every senior officer.

The Commission also wants to tackle the staunchly national character of EU rail companies. Mr Kinnock will have to consider whether to apply three-year-old laws on public procurement which cover the water, energy, transport and telecommunications sectors.

Opposition to the plans is widespread. Strongly unionised rail companies such as the Belgian SNCB/NMBS and the French SNCF are opposed to radical restructuring. "There is no need to cut jobs, to make a revolution. We are competing against an uncontrolled sector where the market is totally free and where users do not pay the proper price for the service. We do not need this kind of cowboy competition," said Mr Hugues de Villele, secretary general of the EU federation of transport workers unions.

A key element of his strategy includes bringing rules on state aid for rail in line with those for airlines. This would mean only large

These set down the principles of non-discrimination between suppliers as well as procedures for open tenders. Competition rules which forbid discrimination by dominant suppliers could also be enforced.

Mr Kinnock can expect strong backing from Sweden and Britain, while countries such as Germany, Denmark, Italy and the Netherlands are likely to support moves towards greater liberalisation. Others, such as France, Spain, Portugal and Belgium, could well balk at the more radical measures.

Move to computers defeats Swiss army

By William Hall in Zurich

The head of the Swiss army, which has not fought a war in 500 years, is stepping down following accusations that some of his top-secret battle plans may have fallen into enemy hands.

tion into recent events at Switzerland's ministry of defence. The probe followed concern two years ago about the behaviour of Colonel Friedrich Nyffenegger. He had been charged with overseeing the army's first foray into the computer age - putting all the information needed by Switzerland's military high command on to CD-Rom computer discs.

intended to cut costs and speed communication. The project seemed to be proceeding with typical Swiss efficiency until Colonel Nyffenegger's ill-fated wife informed the authorities that some of her husband's CD-Roms may have fallen into the wrong hands. As any soldier knows, losing one's equipment can be a court-martial offence.

information, and another 300 with less sensitive information. When the authorities swooped on Col Nyffenegger's home they found two of the red CD-Roms alongside his other CDs in his music collection. The hapless colonel was sent to jail and the army has still not been able to account for the whereabouts of all its CD-Roms.

confidence has been considered and conflicts with the stance of Mr Adolf Ogi, army minister, who is a strong advocate of the motto that there should be "no shadow of a shadow" in the affairs of his department.

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Romanians spoilt for choice in polls

Virginia Marsh watches the final TV debate between 16 presidential hopefuls



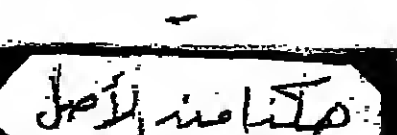
President Ion Iliescu seeking third term

Romania wrapped up a bitter two-month election campaign last night with a tense marathon television debate between the 16 candidates in Sunday's presidential elections.

standing for a third term, and Mr Petra Roman, Romania's reformist first post-Communist prime minister. The two men worked together closely in the aftermath of Ceausescu's violent overthrow but have been the bitterest of enemies since Mr Roman's government was toppled by rampaging miners in 1991.

dominated by former Communists, is trailing the opposition Democratic Convention, a centre-right coalition. In the parliamentary race, Mr Roman's technocratic Social Democratic Union is in third place in both contests but hopes to join a Convention-led government.

dirty tricks and controversy over organisation of the elections. In aggressive video-clips, Mr Iliescu's campaign has accused Mr Emil Constantinescu, the Convention's candidate, of being a closet monarchist intent on returning farmland to large landowners. Mr Roman, who is half-Jewish, has faced anti-Semitic attacks while Mr Iliescu has been heckled and booed by factory workers who were once solidly behind him.



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Telecoms investments in Ukraine under threat

By Matthew Kaminski in Kiev

Two of the largest foreign investments in Ukraine are in jeopardy after the government last month raised tariffs and changed licensing requirements for cellular telephone operators.

The changes have hampering plans by a joint-venture company called Ukrainian Mobile Communications (UMC) - formed in 1992 by Ukrainian Telecom, Deutsche Telekom, PTT Netherlands and TeleDanmark - and separately Motorola of the US to operate GSM cellular services in Ukraine.

The dispute highlights the difficulties faced by foreign companies in Ukraine, which has attracted barely \$1bn in investment since 1991, one of the lowest per capita figures in the region.

UMC shareholders, at a meeting on Tuesday in Copenhagen, warned the company would rethink its \$300m commitment planned over the next three years unless the Ukraine government honours what it claims is a binding promise made in a 1992 licence to award it a GSM frequency.

The Ukrainian cabinet moved yesterday to open up the lucrative gas distribution business next year under pressure from President Leonid Kuchma, writes Matthew Kaminski.

Mr Kuchma implicitly criticised the current scheme, which gives two influential companies, United Energy Systems (UES) and Hera, a virtual duopoly, by telling Interfax-Ukraine news agency on Wednesday that the distribution market should become competitive.

The Ukrainian leader made the statement after a meeting with Mr Rem Vyakharev, the head of Gazprom, the Russian gas monopoly. It appears directed at Mr Pavlo Lazarenko, the prime minister. His position has been undermined by allegations that he personally benefits from his involvement with UES and other business interests.

The charges coincide with the growing influence of officials from Dnipropetrovsk, a large industrial city in eastern Ukraine, within the government since Mr Lazarenko took over in May. Both the prime minister and Mr Kuchma are from Dnipropetrovsk.

With an annual turnover of \$5bn, UES this year won a government mandate to handle 25.2bn cubic metres of natural gas, nearly half the 58.13bn cubic metres imported each year. Hera supplies 18.46bn cubic metres.

Motorola, which got its GSM licence through a joint-venture with Ukrainian Radio Systems (URS) that was formed last year, has plans to invest \$600m over the next 15 years.

UMC officials are alleging the Kiev government changed the rules in order to push out western competitors from the growing mobile telephone business.

Neither UMC nor URC were allocated GSM frequencies on time in September.

Instead, the Ukrainian cabinet said all mobile telephone operators must renew their licences before the new year and set tariffs for radio-frequency use several times above regional standard.

Mr Martin Dirks, general director of UMC, said the company had already made

a \$90m investment - \$12m alone to test out GSM technology - in a risky country on the assumption that the GSM frequency would be allocated and reasonable rates set. UMC had a local monopoly until last year. "I hope the Ukrainian government understands that when investors lose trust in a country it will have serious repercussions on its image abroad," he said.

Ukrainian officials counter that the government has no contractual obligation and can enact new licensing procedures.

"We don't have a government guarantee signed by [President Leonid] Kuchma," said Mr Gregory Perchatsch, Motorola's country manager. "But we have promises that they would be allocated frequencies."

Two other companies, BK Telekom of Yugoslavia and Kiev Star, a Ukrainian company, last week were awarded GSM licences. The frequencies may now be awarded by another means, such as a tender.

UMC officials said this further undermined the initial agreements. "There's only room for two" GSM operators, said Mr Perchatsch.

Famous Paris cultural attraction to close for 2 years Centre a victim of its own success

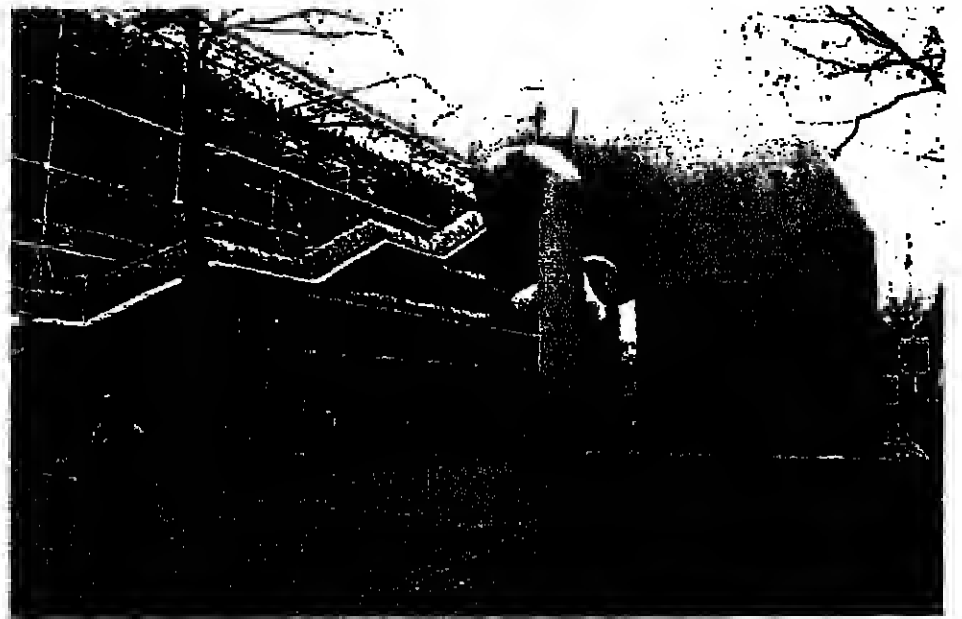
By Andrew Jack in Paris

Just 20 years after it was opened, one of Paris' best known cultural attractions is to largely close down or transfer most of its activities to allow for wide-ranging renovations due to last for two years.

The Georges Pompidou centre, at the heart of the French capital and one of the most visited tourist sites in Europe, is to launch an ambitious reconstruction programme set to cost FF440m (\$86m).

The changes should offer relief to visitors to the centre who in recent years have faced the prospect of frequent break-downs in its moving escalators, and the sight of peeling paint and widespread rust on its famous multi-coloured external pipework.

They come at a time when a number of Paris' leading public monuments constructed in the last few years are running into difficulties, including the new Bastille



The Pompidou Centre, 20 years old and receiving a facelift

opera house and the Grande Arche at La Défense and the west of Paris, both of which are suffering from cracking marble on their facades.

The repairs stand in stark contrast to the apparent durability of many of the city's longer established buildings, such as the Comédie Française, which has lasted more than 200 years without more than modest periodic facelifts.

However, officials unveiling the Pompidou's plans in Paris yesterday were at pains to stress that the modi-

fications to the centre were in no way a criticism of the original design, and that structurally the building was entirely solid. Their aim was to increase the internal space available.

Mr Guillaume Cerutti, director general of the centre, said: "In many ways, the building is a victim of its own success." He pointed out that in place of the original estimates of 5,000 visitors a day, there were up to 25,000, with an average of 8m a year or 160m since it opened in 1977.

He also stressed that during the renovations - the pace of which has been accelerated - one large exhibition space, as well as the external stairway offering panoramic views across Paris, will remain open, with the library moving nearby. The plan is to ensure that the centre will re-open ahead of the millennium, when the huge digital clock counting down the seconds to the year 2000 which stands at its entrance will have theoretically reached zero on its counter.

Spanish television market engages in bitter political battle

Tom Burns on why potential global partners are closely following developments

Global television groups seeking to secure alliances in the Spanish market are being presented with a fractured industry that pits big domestic players against each other in a poisoned political atmosphere.

At stake is the launch early next year of digital satellite services with local and Latin American partners which are estimated to generate a free cash flow of Ptas6.6bn (\$285m) in Spain and earnings of Ptas21.4bn on sales of Ptas108bn at the end of 10 years.

These projections are based on the formation of one digital infrastructure serving close to 3m domestic

subscribers. The income estimates are much higher for broadcasters and programming providers if the services embrace the Spanish-speaking world.

The problem is that two digital platforms are being planned. Aside from dampening profit forecasts, the rivalry has confused prospective partners. There is no feasible working arrangement at present so we are talking to everyone," said an executive of one US programming company.

The list of potential foreign players who are closely

following Spanish developments is a long one. It includes US companies DirecTV, the digital broadcaster which is part of the Hughes Electronic Corporation, Time Warner, and Venezuela's Cisneros group, which is one of the world's largest producers and distributors of Spanish-language programmes, Mexico's Televisa network, the UK satellite company British Sky Broadcasting that is 40 per cent owned by Mr Rupert Murdoch's News Corporation and Germany's Leo Kirch group.

One platform, due to start services in January, is being promoted by Sogecable, the broadcaster controlled by Grupo Prisa, the main domestic media company and the publisher of the influential top-selling newspaper El País. A second, which plans to begin operating in March, is being led by Telefonía, the national telecoms company that is 21 per cent state-owned and due to be privatised next year.

Telefonía announced yesterday that it had contracted relays with Hispasat, the Spanish satellite that it part

owns together with other state-controlled companies, in order to set up its digital infrastructure. "This is a strategic project for us," said Telefonía chairman Mr Juan Villalonga.

Two weeks ago Sogecable signed a relay deal with Astra, the French satellite system, and said its decoding equipment would be supplied by France's Canal Plus which is one of the Spanish broadcaster's biggest shareholders. In a clear bid to lead Spain's move into a new television business, Sogecable said it would make an initial

investment of Ptas50bn. DirecTV, one of Sogecable's initial backers, was understood yesterday to be reassessing its alliance with Grupo Prisa in the light of Telefonía's aggressive bid to enter the sector. "We are conducting feasibility studies with Sogecable but there is no firm agreement," the California-based broadcaster said.

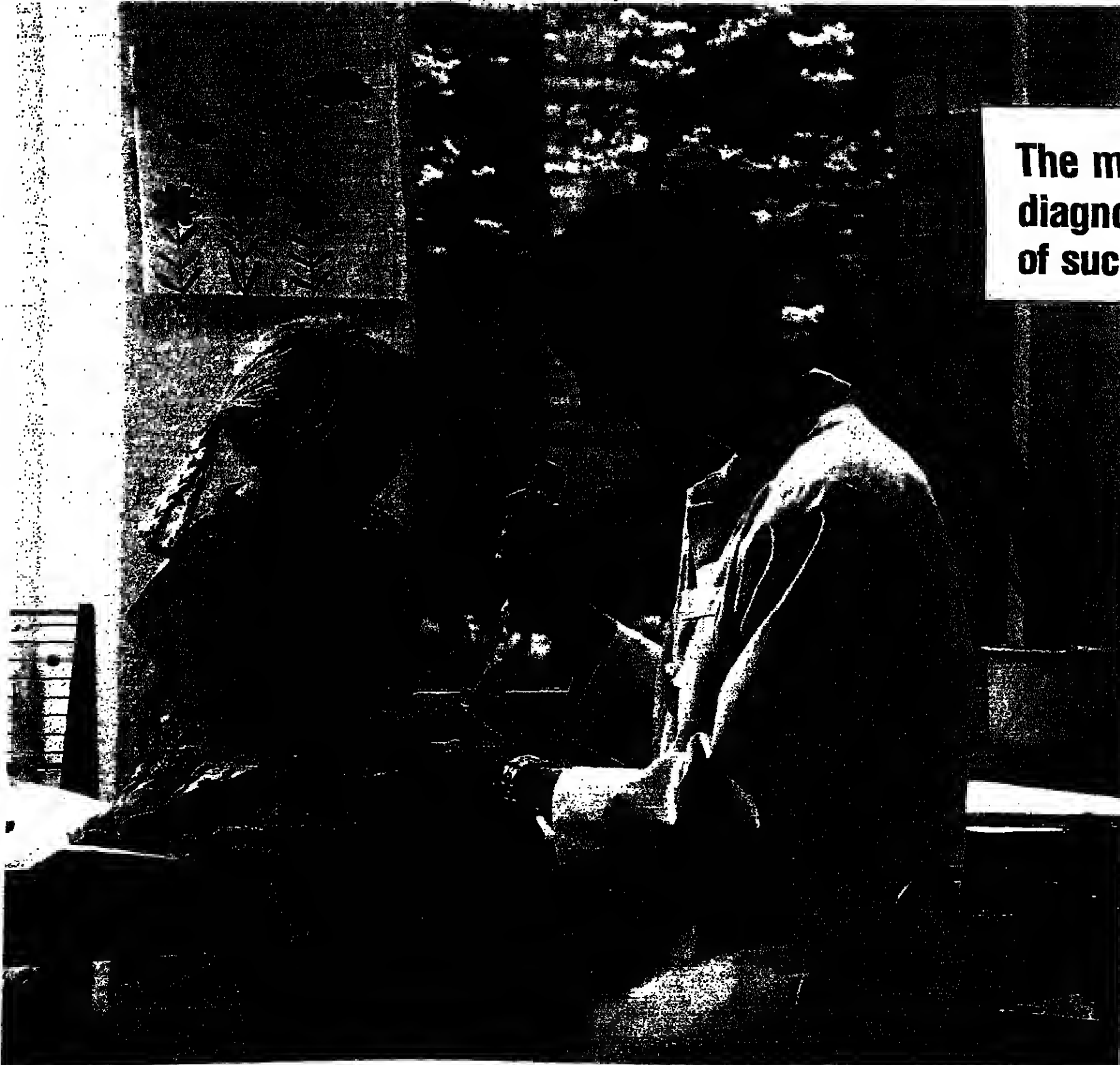
Ironically Telefonía and Grupo Prisa, which pioneered pay TV in Spain seven years ago with Canal Plus España, a network that has now some 1.5m subscri-

bers, had signalled a far-reaching agreement early this year to jointly develop cable television. However, this arrangement fell foul of general elections in March that brought the centre-right Popular party to power replacing the Socialist party.

The political change ended what critics of Grupo Prisa claimed was the advantageous position enjoyed by left-leaning media group during the years of Socialist rule. When Mr Villalonga, a former investment banker and a school friend of prime minister Mr José María

Aznar, was appointed by the new government to run the telecoms company, he abandoned the cable project and repositioned Telefonía into a Grupo Prisa rival for the digital business.

Mr Villalonga's supporters say the venture is an intelligent defensive move against foreign telecoms groups seeking a backdoor entry into Spain via Sogecable. But critics say he is spearheading a government crusade to keep the hostile Grupo Prisa out of the industry. They believe this overtly political battle will reduce the operator's investor appeal as it approaches full privatisation.



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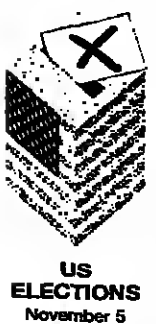
Good doctor-patient relations are the key to successful treatment

NEWS: AMERICAS

A last-minute advance appears to be bad news for Dole

Nowhere man Perot shows a late surge

By Jurek Martin in Boston



Late in the day, Mr Ross Perot, candidate of his own Reform Party, may finally be making some waves in this year's presidential election, to be decided on Tuesday.

He has begun to nudge into double digits in some national public opinion polls, apparently benefiting more than Mr Bob Dole, the Republican candidate, from the scathing attacks both have launched against President Bill Clinton's ethical standards.

He has even challenged the president to an election eve debate on the acceptance by Mr Clinton and his Democratic Party of contributions from foreign sources.

The White House politely declined the overture on the grounds that the president was otherwise engaged.

Mr Perot also inserted himself into the widely watched Senate race in Massachusetts by coming to Boston to endorse Republican Governor Bill Weld, who is locked in the tightest of contests with Mr John Kerry, the incumbent Democrat.

His mini-surge in the polls to double the support of two weeks ago still brings Mr Perot to barely half the 19 per cent of the popular vote he took as an independent candidate four years ago.

But final pre-election polling then, giving him 13-14 per cent, underestimated his eventual appeal.

His advance appears bad news for Mr Dole, whose mantra long has been that a vote for Mr Perot is, in effect, a vote for Mr Clinton, especially in those states where the two main contenders are close. Last week Mr Dole even unsuccessfully invited Mr Perot to withdraw from the race but got the back of the Texas billionaire's hand in response.



Lacklustre Perot doubles support of two weeks ago

In Massachusetts Mr Weld had appeared to have drawn level with Mr Kerry prior to their eighth and final debate in Boston on Monday night. But a combination of the senator's arguments directed at women voters and the governor's relentless assault on his opponent's ethics seems to have helped Mr Kerry, who had received a 6-point lead in a small sample Boston Globe poll.

Mr Perot's endorsement of Mr Weld was delivered in a typical fashion. Giving a speech, he kept the governor waiting off stage for a good hour while he laid into the "buge

draw from the race but got the back of the Texas billionaire's hand in response.

In Massachusetts Mr Weld had appeared to have drawn level with Mr Kerry prior to their eighth and final debate in Boston on Monday night. But a combination of the senator's arguments directed at women voters and the governor's relentless assault

moral, ethical and criminal problems" facing Mr Clinton and the "rotten corrupt practices" in the money-raising techniques used by both parties.

But he finally described the governor as a "doer" who "got rid of the red ink" in Massachusetts, which nobody in Washington, he said, knew how to do.

Helms dies hard in North Carolina

Ageing political streetfighter looks odds on to win a fifth term in the US Senate

By Jurek Martin in Greensboro, North Carolina

He is 75 now and looks it. A heart condition has slowed him down, a bone disease has turned his long stride into a shuffle, he wears hearing aides in both ears and his complexion, once ruddy, appears waxen.

But it would be premature to assume that political mortality is necessarily catching up with Mr Jesse Helms, much as his legion of foes might wish it. They include American liberals, US trading partners, any developing foreign country, especially those with whom he is even slightly to the left of centre and, to the last bureaucrat, the state department in Washington.

They do not, however, constitute the electorate of North Carolina. Some doubts may remain but the odds are that on Tuesday he will be returned for a fifth term in the US Senate where he will again act as scourge of the left at home and overseas, enemy of foreign aid and sponsor of controversial legislation, like the Helms-Burton act punishing foreign companies for trading with Cuba.

bordering on 10 points, the old Helms dies hard. Over the last week's new round of TV commercials has hit the air waves, accusing Mr Gant of taking advantage of "minority privileges" to win state contracts for his architectural business.

"He's more subtle than he used to be," observed Mr Ned Cline, the veteran political commentator on the Greensboro News and Observer. "Thirty years ago, he would not have hesitated to use the n-word."

Mr Gant, in good form at a rally outside High Point this week, insists Mr Helms is going "negative" in order to avoid discussion of the real issues. Even Mr Gurley concedes "some debate" in Republican circles over the

appearance on Tuesday, on the edge of a vast Wal-mart parking lot in Sanford, he was briefly besieged by reporters. "Why not sit down with us for just 20 minutes?" one local begged. "Why?" he replied and stepped into his bus. Naturally he has also refused to debate Mr Gant.

It is a tactic that works in North Carolina, where the "liberal media," state and national, is held in unusual contempt. That sense, deftly stoked by Mr Helms, has been heightened by what the state generally considers an unconscionable attack by the Clinton administration and its press "allies" on the second largest industry - tobacco.

No North Carolina politician interested in winning takes on tobacco with impunity - and Mr Helms is its staunchest supporter. Even popular Democratic Governor Jim Hunt, assured of re-election on Tuesday, talks of 260,000 jobs in tobacco and has filed a lawsuit against the administration's proposal to place the industry under the jurisdiction of the Federal Drug Administration.

It also helps Mr Helms that the population influx into his booming state - 700,000 since 1990 - has turned out to be more Republican than Democrat. Mr Gurley claims his party has gained 140,000 new registered voters in the last four years, while the Democrats have lost 70,000.



Helms: age and disease have not seen him off

wisdom of a change in tack that has gone down poorly elsewhere in the country.

But Mr Helms always plays hard ball in elections. Alone of statewide candidates, he has refused to participate in an innovative, but controversial, experiment in issue-oriented "civic journalism" undertaken this year by several North Carolina newspapers.

They took an extensive state opinion poll to identify voter concerns and sought to follow through by tilting their coverage, often pooled, to those deemed most important. Candidates were asked to submit to two long interviews on the issues, one early in the year, the second at the start of the campaign proper.

Mr Gant agreed, but not Mr Helms, never a friend of the press. At his only public

In 1994 that helped the state elect eight Republican congressmen and four Democrats, the reverse of the previous representation, and gave Republicans control of the lower house of the local assembly for the first time.

Some of the newcomers, especially from the north, may find their new senator an unfamiliar breed of politician, almost an anachronism in matters of race, but that has been local sentiment for years. The North Carolina truism is that 40 per cent will back Mr Helms always and 40 per cent never, leaving elections decided by the remainder.

So age and infirmity do not appear to work against Mr Helms. And after all, across the border in South Carolina, Senator Strom Thurmond, 93, is tottering happily towards an eighth term.

California Latinos find their voice

By Christopher Parkes in Los Angeles

California's quiet minority - the Latinos who make up a quarter of the state's population - have found their voice. It will be heard in an unprecedented chorus in next week's presidential, congressional and state legislative elections.

A record 1.4m are expected to vote, 25 per cent more than in the 1992 poll which brought President Bill Clinton to power. All but 20 per cent of them favour the Democrats, according to the Tomas Rivera Policy Institute, a regional think tank.

Their votes are probably not critical in the main race, where latest samplings show Mr Clinton still handsomely ahead of Mr Bob Dole, but their 10 per cent share of total votes in the state represents a valuable resource for Democrats hoping to regain control of Congress.

It is an even more powerful lever in Mr Clinton's party's efforts to regain control of the evenly divided state assembly, where the Republicans control the balance of power through their occupation of the speaker's chair.

In the longer term, Latino advocates suggest, California's November 5 voting patterns may clarify trends

of national significance in a country which in 10 years will see citizens with Latin American origins or ancestry displace African-Americans as the country's largest minority.

According to Mr Fernando Guerra, an academic analyst from Loyola Marymount University, Latino support is now more clearly in the Democrat camp than at any time since 1976 when the group's voting patterns were first monitored. He calculates at least 40 city councils in the

state actively to court support. Rather they have found votes driven in their direction by leading Republicans, including Mr Pete Wilson, the state governor, and Mr Bob Dole, the Republican presidential challenger, who have strongly supported initiatives on issues widely perceived as anti-immigrant.

These include opposition to bilingual education, a looming state referendum on a proposal to end affirmative action to benefit minority

portion than usual of Latinos.

In one rural area, widely touted as the make-or-buy seat for Republican control in the Sacramento assembly, Latina Democrat Ms Lily Cervantes faces the Republican incumbent, Mr Peter Frusetta. Ms Cervantes lost the race last time by 700 votes, since when 5,000 Latinos have registered as Democrats.

But most eyes are on an apparently uneven struggle developing in the 46th Congressional district where half the population is Latino.

Here, in deeply conservative Orange County, another Latina Democrat candidate with no political experience faces a right-wing tough-guy who set the tone by accusing his opponent of attending a gay-sponsored fund-raiser organised by "sodomites". Ms Loretta Sanchez, a Republican until 1992, has been lavished with financial support from gay groups, environmentalists, pro-choice advocates and supporters of every cause Mr Robert Dornan, the resilient Republican incumbent, so robustly denounces in Washington.

Polls say the race is too close to call. This suggests Ms Sanchez has quickly found substantial support among moderate Republicans, but the decisive portion of the vote could well rest in the hands of Latinos.

A record 1.4m Latinos are expected to vote and 80% favour Democrats

state are mostly Latino.

For years, with exceptions such as the stoutly Republican Cuban group, California's Latino vote has showed few distinct political tendencies despite the innate conservatism of a religious, hard-working and socially introspective community.

In the past, the turnout has tended to under-represent the group. But now, grassroots issues and candidates have emerged which may serve to galvanise this reticent slice of the electorate.

Democrats have done relatively lit-

students and workers, and existing measures to exclude illegal immigrants from public education and health services.

Mr Jesus Silva Herzog, the Mexican ambassador in Washington, echoed widespread resentment when he said the presidential campaign had generated an "anti-immigrant atmosphere, with a certain flavour of being anti-Mexican."

Another proposal on next week's Californian ballot sheet, to raise the state's minimum wage, is also expected to bring out a higher pro-

Brazil crash stirs safety fears

A Brazilian jetliner crashed into a residential area of São Paulo yesterday, killing all 95 people aboard and raising new questions over the safety of air travel in the region, writes Jonathan Wheatley in São Paulo.

The death toll was expected to rise as firefighters searched homes struck and set on fire by the crash.

The Fokker F-100 airliner, operated by TAM, a domestic airline which recently expanded into international

services, crashed shortly after taking off for Rio de Janeiro.

Witnesses said the jet clipped two small apartment buildings before crashing in flames into 10-15 houses. Buildings and cars were set on fire by burning fuel escaping from the aircraft after its first impact. Many residents had already left home for the day.

Mr John MacDonald of Aviation Management Services in Miami said the

increase in accidents in South America in the past two years reflected the growth in air travel in the region.

"With the number of flights increasing as it is, the rate of accidents is bound to go up," he said, adding that TAM was a modern airline with a good safety record.

Officials said the cause of the crash would not be known before the aircraft's two flight recorders had been examined.

Hard-pressed Mexico delays the start-up of private pension funds

By Leslie Crawford in Mexico City

The start-up of private pension funds in Mexico has been delayed for six months. The move, coupled with backtracking over the privatisation of the petrochemical industry, has raised concerns about the government's ability to deliver fundamental economic reforms.

Private pension fund companies, known as Afores in Mexico, were due to open shop in January 1997. However, the government obtained congressional approval this week to delay their launch until next July.

The official explanation for the postponement was that time was needed to design a new identification code for pension accounts, despite the fact that all working Mexicans already possess a social security number.

Some economists said the delay would save the government a lot of money in 1997, a year in which Mexico will still be recovering from the deep recession of 1995. Mr Guillermo Ortiz, finance

minister, has estimated the annual cost of Mexico's social security reforms at around 1 per cent of gross domestic product, or about \$2.5bn.

This is because the government will have to continue paying for the pensions of 1m retired Mexicans after workers switch their contributions from the state-run system to individual retirement accounts managed by private-sector fund

administrators. Last week, Mr Ortiz said the cost of the reforms would open a budget deficit of 0.5 per cent of GDP in 1997.

The postponement of pension reforms will delay President Ernesto Zedillo's goal of raising Mexico's dismal domestic saving rate, which has made the country too dependent on foreign capital flows to finance economic growth.

Mexico's domestic savings rate fell to below 16 per cent

short-term interest rates, but the peso has not responded to a rise in the benchmark rate for 28-day treasury bills to almost 30 per cent from 23 per cent in early October. The peso's volatility has also scared off foreign portfolio investors: Mexico City's stock exchange index has fallen by 2 per cent in nominal terms since the high point of the year on August 27.

The peso's depreciation has not been accompanied by the panic which affected Mexico's financial markets last year, as most economists believe the currency's

slide is temporary.

Mr Paulo Leme, a senior economist at Goldman Sachs in New York, believes the peso remains undervalued by about 13 per cent against the dollar. "The disturbances which have affected the peso are temporary," Mr Leme said. "The peso should continue to appreciate over the next 12 months."

Mexico's tight monetary policy, higher-than-expected oil revenues, and the gradual accumulation of international reserves were factors that ought to strengthen the currency, Mr Leme said.

Other financial groups have announced similar

outlays. Banamex and Bancomer - Mexico's two largest banks, have lined up foreign insurance companies Aegon and Aetna as partners in the pension fund business.

Banco Santander and Banco Bilbao Vizcaya of Spain have also expressed an interest in offering pension schemes in Mexico - a business which analysts estimate could be generating more than \$17bn in savings by the turn of the century.

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Alfonsín begins come-back bid

By David Pilling in Buenos Aires

Argentina's former president Mr Raúl Alfonsín launched his push to be a candidate in the 1999 presidential elections during a rally at which he accused the Peronist government of "transforming Argentina into a colony" and promoting a savage free-market system of "every man for himself".

Mr Alfonsín, 69, on Wednesday night proved that rumours of his political demise were exaggerated by drawing a crowd of 30,000 supporters to a Buenos Aires football stadium. Adopting his famed rhetorical style, he said Argentina's economic policy was being decided in Washington, and that the government's adoption of unfettered neo-liberalism was destroying jobs

and regional economies. Ostensibly to mark the anniversary of his 1983 electoral victory, which returned Argentina to democracy after seven years of dictatorship, the rally was aimed at resurrecting the former president's political fortunes. Mr Alfonsín was last year replaced as leader of the Radical party by Mr Rodolfo Tarasno after a disastrous 1995 presidential campaign.

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EXTENSION OF LAST DATE OF OFFER FOR SALE/TAKEOVER/MERGER OF A COMPANY ENGAGED IN MANUFACTURE OF WHITE CEMENT AT RAJASTHAN VIDE AN ADVERTISEMENT RELEASED IN THIS PAPER ON SEPTEMBER 3, 1996

The last date for submission of bids for sale/takeover/merger of the above-mentioned company is hereby being extended from October 31, 1996 to November 30, 1996.

Handwritten text in Arabic script: "السيد محمد الراجحي"

IFC makes move into Vietnam

By Nancy Dunne in Washington

The International Finance Corporation, the private sector arm of the World Bank, this week announced its first foray in Vietnam's financial sector - the establishment of a leasing company to enable small and medium-sized companies to procure capital goods.

On the surface the \$15m loan and \$750,000 equity investment looks modest. However, the corporation has been promoting leasing as one of the quickest, cheapest and most flexible ways of supporting business in emerging economies, where businesses desperately need machinery, office and plant equipment.

The IFC is planning to sign a joint venture deal on November 12 to set up the first leasing company in Egypt. The joint venture partners are the National Bank of Egypt, Commercial International Investment Company and Orix Corporation of Japan and Orix Leasing Pakistan. Orix has been working actively with the IFC to introduce leasing around the world.

The new Vietnamese company, Vietnam International Leasing Company (VILC), is expected to write leases of \$25,000-\$30,000 for smaller or micro enterprises and \$100,000-\$150,000 for medium-sized companies. IFC says VILC will have "a strong impact on Vietnam's financial sector by extending and improving credit delivery and introducing new financial products to the local

market to encourage capital formation and investment."

It will be based in Ho Chi Minh City and initially serve the surrounding region.

IFC has been working closely with governments, advising them on leasing regulations, recruiting sponsors and technical partners and investing in new leasing companies.

In Vietnam IFC launched a technical assistance operation in 1991 and helped officials develop a legal framework for licensing and regulation.

An IFC paper, issued in August, said one-eighth of the world's private investment in leasing is soaring in some countries, it provides as much as one-third of the private investment.

IFC has helped set up leasing companies in over half of the developing countries. In August it provided \$5.6m in financing to help establish Uzbek Leasing International, the first specialised leasing company in Uzbekistan.

The corporation also helps leasing companies, in which it has equity, to expand. Last March it guaranteed a local currency loan of \$3m equivalent for the Industrial Development Leasing Company of Bangladesh, established in 1988.

IFC's involvement allows the company to harrow locally for a longer period than otherwise would be possible.

IFC's first leasing venture was in 1977 in Korea. The Korea Development Leasing Corporation is now the world's fifth largest leasing industry.

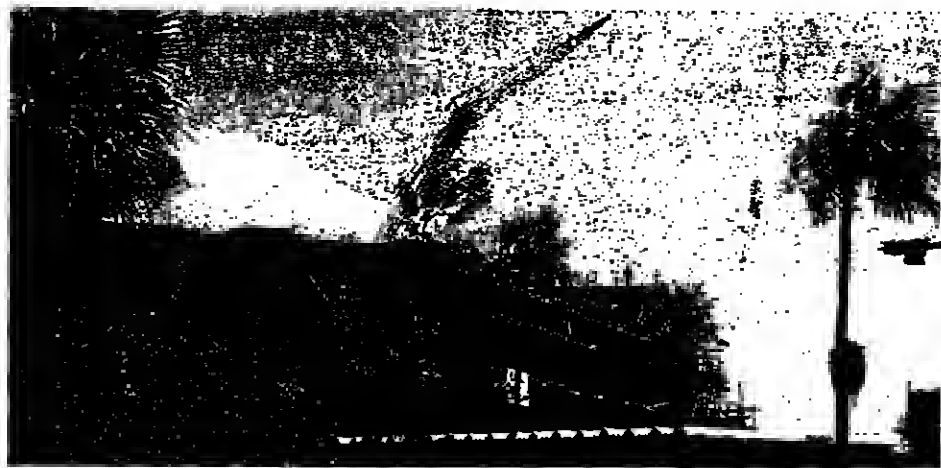
Cuba seeks to board tourist bandwagon

Less than two months before the arrival of its first foreign guests, the new Gran Hotel at Cuba's premier tourist resort of Varadero still looks more like a building site than a four-star beach hotel. Surrounded by scaffolding, raw concrete and construction debris, the hotel's Cuban manager, Mr Alexis Ferriol, smiles nervously when asked whether all will be ready to receive the first scheduled busload of tourists on December 15. "The hotel is already sold through tour operators," he said.

Built over a former holiday camp for Communist Young Pioneers - a sign of the changing times in Cuba - the Gran Hotel is an example of the frenzied but erratic pace of new hotel construction on the island, which desperately needs to maximise hard currency tourism revenues to help bolster economic recovery.

The communist government's strategy to transform Cuba into a big Caribbean tourist destination has produced a growing crop of joint ventures and management contracts signed with foreign hoteliers, mostly from Europe and Canada. Up to now these investors seem generally undeterred by US legislation aimed at curbing foreign investment on the island.

Following a rebuke from



A hotel nears completion. Cuba hopes to double capacity to nearly 50,000 rooms by 2000

President Fidel Castro about the sluggish pace of hotel building last year, Cuban construction brigades are straining to complete a target this year of around 5,000 new rooms, more than a third of them at Varadero, 75 miles east of Havana. But although the pace has picked up, delays persist.

On the less-developed eastern side of Varadero, a 12-mile beach peninsula on Cuba's northern coast, half a dozen new hotels, some still unsightly skeletons, are rapidly emerging from the tropical vegetation.

The hotel construction schedule was tight even before Hurricane Lili lashed Cuba with high winds and heavy rain on October 17

and 18. Although the bad weather disrupted work for a few days, Cuban tourist authorities reported with relief that big beach resorts such as Varadero, Cayo Coco and Cayo Largo suffered only minimum superficial damage which was quickly repaired.

Deputy tourism minister Miguel Bruguera said Cuba was maintaining its target to achieve a new record of 1m tourists this year. Tourist arrivals up to September totalled 715,800, nearly 38 per cent more than the same period last year, he added.

The government says it urgently needs to raise tourism receipts to even higher figures, not only to help finance economic recovery

but also to offset a balance of payments squeeze caused by rising costs of essential imports and a downturn in world prices of more traditional exports such as sugar and nickel.

The Cuban tourism industry is seeking to lift 1995 gross tourism receipts of \$1.1bn to \$1.3bn this year. Most visitors came from Canada, Italy, Spain, Germany and France. These remain Cuba's main markets, in the absence of US tourists, barred from visiting by Washington's longstanding economic embargo.

Authorities in Varadero are moving to clear up the construction debris before the November start of the main tourist season.

Another sort of clean-up has already taken place. After declaring Varadero a special tourist zone, police launched a crackdown against hundreds of prostitutes who worked the resort. And following complaints from foreign hoteliers, they also shut dozens of private home restaurants and taxis and prohibited Cubans from privately renting out accommodation.

This accentuated Varadero's image as a kind of tourist "ghetto". But tourism has boosted local living standards by providing jobs and access to hard currency.

The new Gran Hotel belongs to Cubanacan, Cuba's biggest tourism corporation, which along with other Cuban companies has entered selective joint ventures and management contracts with foreign partners. These include Spain's Sol-Melia group and Tryp Hotels, Jamaica's Superclubs, Germany's LTT-International Hotels, Delta Hotels of Canada, Italy's Venta Club, Golden Tulip of the Netherlands and France's Club Mediterranée and Accor.

"What do we seek from foreign investors? Fast growth, know-how, access to foreign markets and the use of internationally known names," said Mr Mario Sorí, Cubanacan vice-president.

Foreign investor interest does not appear to have been

seriously hunted by the US Helms-Burton law, introduced on March 12 and which threatens sanctions against companies judged to be "trafficking" in expropriated, formerly US-owned properties in Cuba.

In April, an Anglo-Dutch group, Vital, signed a deal to help build a five-star hotel in Varadero. In July, a Canadian entrepreneur, Wally Berkoff, clinched a \$400m deal to construct 11 hotels in Cuba.

More recently, another Canadian group, Journey's End, is understood to have agreed a similar big contract to refurbish, build and manage several hotels.

Spain's Sol-Melia group, whose three joint venture hotels in Varadero are believed to occupy at least part of land once owned by the wealthy US Dupont family, says it has so far received neither claims nor sanctions under the Helms-Burton law. It is expanding operations, but two other Spanish groups, Poradores Nacionales and Occidental Hoteles, are reported to have halted investment plans.

Cuba's tourism development programme foresees doubling the existing 25,000 hotel rooms to nearly 50,000 by the year 2000, with an estimated overall investment of \$2.7bn.

Pascal Fletcher

Brazil urged to pursue liberal measures

By Frances Williams in Geneva

Brazil's trading partners yesterday welcomed the country's overall progress towards economic stabilisation and a more liberal trading regime but raised a host of complaints over protectionist measures in specific sectors, notably the car industry.

Members of the World Trade Organisation concluded a two-day discussion of a WTO secretariat report on Brazil's trade policies and practices by urging perseverance with economic reform and resistance to protectionist pressures despite the difficult adjustment problems caused by radical economic restructuring.

The WTO report says unilateral tariff cuts and other trade liberalising measures introduced by Brazil in the early 1990s have been a key element behind its subsequent economic gains. However, moves since 1995 to restrict certain imports and support exports have made the trade system more complex and less transparent. These "potentially trade-distorting measures" reflect "lapses in implementation rather than a policy reversal," the WTO suggests.

The report argues that Brazil's large current account and merchandise trade deficits may be due to an overvalued exchange rate following introduction of the Real Plan in mid-1994.

The plan, which cut inflation from 5,000 per cent in the 12 months to July 1994 to an estimated 10 per cent this year, has prompted large inflows of foreign capital.

The WTO report is particularly critical of Brazil's complex tariff structure and frequent tariff adjustments, which have not been improved by membership of the Mercosur customs union with Argentina, Uruguay and Paraguay.

It also notes an increased recourse to anti-dumping and safeguard measures to keep imports out, including recent safeguard actions on textiles and toys.

Meanwhile, protection for the domestic car industry, estimated to be equivalent to tariffs of 250 per cent, has been stepped up despite Brazil's position as a large net vehicle exporter.

Japan and the US, backed by Canada, the European Union and South Korea, have already brought formal WTO complaints against the new measures which give tariff breaks to domestic producers.

In August Brazil introduced low-tariff quotas for vehicle imports from Japan, Korea and the EU to a bid to defuse criticism - but the WTO complaints have not been withdrawn.

Global chip market 'will grow by 7.4%'

By Louise Kehoe in San Francisco

The global semiconductor market will grow by 7.4 per cent next year to \$38.8bn, reversing a 10 per cent drop this year, according to the annual Semiconductor Industry Association forecast.

The US industry trade group said that world chip sales were expected to return to strong double-digit growth in 1998 and that world sales should top \$200bn by 1999.

Although the annual forecast has seldom proved accurate, it is a reflection of rising optimism throughout the

semiconductor industry following a year in which the market has shrunk for the first time in over a decade.

As recently as 1994, the global chip market was just over \$100bn, so the 1998 forecast suggests a doubling in sales over a five-year period. "1996 is merely a hiccup on the industry's phenomenal growth record," said Thomas Armstrong, president of the SIA.

"Long-term prospects for the chip industry are still excellent because the world has a ravenous appetite for the electronic equipment that relies on semiconductors," he said.

"Over time, chips will

become even more critical parts of the world economy than they are today."

In 1995, chip sales jumped 41.7 per cent. This year's market decline is largely a reflection of sharp declines in the prices of Dynamic Random Access Memory (D-Ram) chips, which account for about 20 per cent of the chip market.

D-Ram prices will continue to fall in 1997, the industry group said, although at a more moderate pace than over the past 12 months.

In contrast, sales of microprocessor chips, the brains of personal computers, are growing rapidly. 1996 sales will be up 17.5 per cent, to

\$16.7bn, and will rise by 23 per cent next year to top \$20bn, the industry group predicted.

Much of this rise reflects booming sales for Intel, the world's largest semiconductor manufacturer.

Industry executives noted that excluding Intel from the market data would produce a very different picture of the industry's health. Growth in microprocessor sales is expected to account for about two thirds of the total anticipated sales growth in 1997.

US chip sales will rise by a modest 5.8 per cent in 1997 to \$44.2bn, the industry group projected. The region will

remain the world's largest chip market.

In Japan sales are expected to bounce back in 1997 with 6.6 per cent growth to achieve sales of \$36bn.

The Asia-Pacific region, excluding Japan, is the fastest developing semiconductor market and is expected to overtake Japan as the second largest regional market by 1999.

Next year, Asia-Pacific sales are expected to rise by 11.6 per cent to almost \$30bn. European sales are expected to grow by 6.7 per cent next year to \$28.6bn.

Europe currently represents about 20 per cent of total world sales.

WORLD TRADE NEWS DIGEST

Airbus A3XX engine deal near

Airbus Industrie, the European aircraft manufacturing consortium, is within days of signing memoranda of understanding to develop engines for its planned A3XX super-jumbo with Rolls-Royce of the UK and an alliance of General Electric and Pratt & Whitney of the US. Both R-R and the US consortium will be obliged to develop new engines to equip the four-engine jet. The engines will also be designed to power new "stretched" versions of the 747 jumbo planned by Boeing of the US.

An Airbus spokesman said: "We are talking to both the General Electric/Pratt & Whitney grouping and Rolls-Royce about the A3XX. We will be able to sign an MoU pretty soon."

Both groups are expected to base their engines on super-large engines designed to power the Boeing 777, a wide-bodied twin jet, and its Airbus rival, the A330.

Rolls-Royce is set to offer a new engine, the Trent 900, with around 84,000lbs of thrust. GE and Pratt have formed an alliance to jointly develop an engine for the Boeing aircraft, and are expected to offer the same power plant, or a derivative, for the A3XX.

Ross Tieman, London

Investment into India boosted

India's Foreign Investment Promotion Board yesterday cleared 63 foreign investment proposals worth a total of \$694m, sustaining a recent drive by the four-month-old United Front government to accelerate such approvals. The cleared projects include two in the consumer goods sector, one for Cadbury Schweppes, the drinks and confectionery group, to establish a 100 per cent owned soft drinks venture in Bombay, and another for Gillette, the US personal products group, to take a 49 per cent stake in a shaving blade project.

Clearance was also given to De Beers Consolidated Mines, the mining group, to take a 50 per cent share in a \$15m diamond mining project.

Mark Nicholson, New Delhi

EU transit system reprieve

A complete collapse of the TIR international transit system for lorry freight in Europe was narrowly averted this week when the two main German hauliers' associations were persuaded to continue operating the scheme after declaring their intention to pull out. However, the United Nations Economic Commission for Europe, which oversees the TIR convention, warned yesterday that the scheme would remain under threat without longer-term measures to combat growing problems of fraud and smuggling.

The German hauliers' associations, AIST and BDF, had said they would no longer honour TIR guarantees to pay customs duties because of delays and uncertainties in obtaining reimbursement from the International Road Transport Union (IRU) and international insurers. The decision was rescinded after negotiations with the insurers.

Under the TIR scheme, which has more than 60 members, loaded trucks are sealed and the TIR carnet allows them to pass national frontiers with the minimum of red tape.

Frances Williams, Geneva

ADB aid for Bangladesh

The Asian Development Bank (ADB) had offered assistance to Bangladesh for a controversial plan to purchase electrical power from India, government officials said yesterday. Bangladesh, suffering a big power shortfall, is considering buying electricity from India as a stand-in measure to boost its power supply.

Government officials said the offer was made a mission from the Manila-based ADB that visited Bangladesh this week to review progress of bank-funded programmes. The main opposition Bangladesh Nationalist party (BNP) and some fringe groups, however, have strongly opposed the idea, arguing it would make Bangladesh dependent on India for a key commodity - electricity. Energy Minister Nooruddin Khan told a seminar this week that the country's demand for electricity would rise to 3,000 MW by the year 2000 and 4,600 MW by 2005.

Raizer, Dhaka

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US sanctions threat angers Malaysians

By James Kynge in Kuala Lumpur

Malaysia, whose national oil company faces possible US sanctions for investing in Iran, yesterday said that it would use "international forums" to challenge Washington's threat to impose penalties on companies investing in the Islamic state.



Mahathir: 'will not submit'

"We are a sovereign nation... We will not submit to US dictation," Dr Mahathir Mohamad, the prime minister, said.

The US has threatened to impose sanctions under the Iran-Libya Sanctions Act, passed in August, on companies that invest more than \$40m a year in the oil and gas sectors of the two countries.

Petronas, Malaysia's state oil company, has agreed to take a 30 per cent stake in two oilfields in Iran. The total investment required to develop the two fields was estimated at \$600m.

Although Petronas has not made public the exact amount of its proposed investment in Iran, analysts estimate it will exceed the ceiling set by the US.

Malaysian officials have tried to play down Petronas' involvement in Iran. The issue was re-ignited this week by comments by Mr Gregg Rickman, legislative director at the office of US Senator Alfonse D'Amato, who said the Malaysian company should face sanctions.

Ms Rafidah Aziz, Malaysia's minister for international trade and industry, told reporters yesterday that Malaysia would question Washington's right to take action against companies on the basis of what they

did in third countries. "This is not an issue of Petronas, but a matter of principle," Ms Rafidah said. "The US has no right to impose extra-territorial jurisdiction on other countries."

Ms Rafidah added that Malaysia would raise the issue at the Asia Pacific Economic Co-operation (Apec) summit in the Philippines this month. The issue may also be raised at a World Trade Organisation (WTO) meeting in Singapore in December, she said.

The WTO meeting is already expected to be the scene of heated exchanges because of Washington's insistence that social and labour reform should accompany trade liberalisation. Washington argues that east Asia's rules on wages and labour give some regional countries unfair cost advantages in trade.

The ringgit, Malaysia's currency, dropped slightly against the US dollar yesterday partly because of fears of worsening relations over the Iran sanctions issue, dealers said.

HK doubts raised over immigration row

By John Ridding in Hong Kong

Retirement is supposed to bring a more peaceful life. But that is unlikely to be the case for Mr Laurence Leung.

The Hong Kong director of immigration has become the centre of speculation since he resigned suddenly from his post this summer. Controversy about his departure, and claims of a cover-up, have prompted the establishment of a select committee in the legislature to examine the case. The first meeting will take place next week.

For the government - which has trumpeted its improved transparency and implemented political reforms which created Hong Kong's first elected legislature - the affair threatens an uncomfortable scrutiny. Pulling down the shutters could set a troublesome example as the territory prepares

to return to Chinese sovereignty in July next year amid fears of reduced accountability in the administration.

Sensitivity is increased by the importance of immigration issues ahead of the handover. With the government stepping up efforts to secure approval from diplomatic partners for visa-free access for holders of the territory's post-1997 passports, the probe comes at an awkward time.

In comments made earlier this month in the Legislative Council, Mrs Selina Chow, a legislator from the pro-business Liberal party and a member of the select committee, said it was essential that allegations be addressed. "Unless the matter is cleared up this will be damaging to the administration and to Hong Kong." While the 10 legislators pursuing the case remain guarded on details of the affair, attention has focused on Mr

Leung's relations with China and reports he may have passed information about the British nationalisation scheme to mainland officials.

The scheme, implemented after Beijing's bloody suppression of pro-democracy demonstrations in 1989, offered passports to 50,000 prominent Hong Kong residents and their families. Beijing demanded, unsuccessfully, that it be given information on civil servants included in the scheme. Any leakage of names, it is feared, could have a damaging effect, particularly if information included names of unsuccessful applicants.

"Instead of boosting confidence it would have the opposite effect," said someone involved in lobbying for the scheme.

Using parliamentary privilege in the session called to vote on the establishment of a select committee, Mrs Chow also cited reports that information on Chinese dissi-

dents in Hong Kong might have been passed across the border.

The government has dismissed such claims. "Fanciful speculation," said Mr Lam Woon-kwong, secretary for the civil service. Rejecting the view that public interests are involved he has rigidly maintained the official line that Mr Leung departed for personal reasons with mutual consent between employer and employee.

Such a solid stance, however, has failed to dissuade Hong Kong legislators. "The circumstances were very unusual," said Mr James To of the Democratic party, referring to the fact that the usual notice period was waived for Mr Leung. He added that the government sought to dissuade legislators from pursuing the issue.

Intrigue was fuelled by the fact that Mr Leung's departure was accompanied by the tersest of statements and without any cus-

tomary praise. Pressed to comment the former immigration chief, Mr Chris Patten, the governor, said merely that "he worked for many years for the Hong Kong government". Mr To and his colleagues pledge to press until more information is revealed. But they face some difficult obstacles.

Under section 14 of the Legislative Council's powers and privileges ordinance, officials can refuse to testify, with a decision on whether they must ultimately resting with the attorney-general. Perhaps more significantly, the governor's assent is required for witnesses to give evidence relating to the security of Hong Kong.

That, said one committee member, might obstruct investigations. But, she argued, it would also fuel suspicions. "You cannot claim personal reasons are involved and then turn around and say it is a matter of security."

IMF deal a boost for Bhutto

By Farhan Bokhari in Islamabad

The successful conclusion of talks between Pakistan and the International Monetary Fund to resume lending under a \$600m standby loan is the first bit of good news in months for the beleaguered government of Prime Minister Benazir Bhutto.

The news boosted the Karachi stock market, with the 100-share index rising 22.06 points, or 1.33 per cent, on the back of the IMF agreement.

The new finance minister, Mr Naveed Qamar, who was appointed this week after Ms Bhutto gave up the portfolio which she has held since coming to power three years ago, said: "This welcome development should put an end to the speculative behaviour of some vested interests against the economic well being of the nation."

Mr Antonio Furtado, who led the IMF team in Islamabad, said the resumption of



Antonio Furtado, IMF mission chief (left), and Naveed Qamar, Pakistan's new finance minister, yesterday

the standby loan could be followed by reviving an extended structural adjustment facility (Esaf) next year, if Pakistan met all the performance targets. Pakistan concluded a three-year \$1.5bn Esaf with the IMF that began in February 1994, but payments were suspended a year later because Islamabad failed to

achieve many targets. On the stand-by loan, the Fund is likely to release two delayed tranches, worth about \$30m each, "as soon as humanly possible".

The Fund's decision to suspend the loan after what it regarded as Pakistan's unsatisfactory budget in June had triggered widespread economic anxiety. Foreign

exchange reserves have plummeted to \$700m from \$1.7bn in June - enough for 34 weeks' imports - while the rupee has been devalued twice in recent months, monthly by 7.96 per cent last week.

In response to IMF pressure, the government introduced earlier this month an emergency austerity budget, which included spending cuts and a 10 per cent increase in oil product prices. The government pledged to cut the budget deficit to 4 per cent of gross domestic product, though analysts consider this ambitious.

In spite of Mr Qamar's optimism yesterday, there remain doubts within the IMF and the opposition whether the government will be able to press ahead with the most unpopular components of its budget. These include a farm income tax which has angered the politically powerful agricultural landowners' lobby.

China rejects Wang critics

By Tony Walker in Beijing

China said yesterday the sentencing of a prominent dissident to 11 years' jail had nothing to do with human rights and was strictly a legal procedure.

"The trial of Wang Dan is entirely a Chinese legal procedure carried out in accordance with the law," said Mr Shen Guofang, the foreign ministry spokesman. "It has no connection with human rights or other issues."

Mr Wang's sentencing has drawn strong protests from western governments and international human rights organisations. He was jailed for allegedly seeking to overthrow the government - a crime which carries the death penalty.

His family said he would appeal, but it is extremely rare under the Chinese justice system for judgments to be overturned or for sentences to be commuted.

"We are angry he received such a heavy sentence even though he was innocent," said Mr Wang Xianzeng, Mr Wang Dan's father. "Wang Dan said he wants to appeal. He feels everything that he has done has been above-board... it was all for China's democratisation."

Mr Wang's harsh sentence has been seen as a further serious blow to China's flickering diss-

ident movement. Beijing has rounded up leading dissidents systematically over the past year in an apparent effort to silence criticism.

China yesterday also launched a strong attack on western journalists, accusing foreign reporters of lacking an understanding of Chinese conditions and engaging in biased reporting. It compared the present generation unfavourably with Edgar Snow, the American reporter who recorded early stages of the Chinese revolution.

"In his reportage, Edgar Snow wrote exactly what he witnessed," said the official China Daily. "What the western media is doing is the opposite of what Edgar Snow did 60 years ago."

"One must ask why there have been so many disappointing reports by western journalists," it said, adding: "One clue lies in the fact that those journalists do not know what is really going on in China." The world press has, almost universally, condemned the sentence.

Britain, France and the US have strongly criticised China. A French official said: "France notes with disappointment that China does not take account of European feelings and concerns. France adds its voice to all those requesting a revision of this judgment on appeal."

Vietnamese press starts to taste the fruits of freedom

When Vietnamese film star Le Cong Tuan Anh committed suicide by taking an overdose of anti-malaria pills this month, his fans were not the only ones to get excited. Two Ho Chi Minh City-based newspapers snapped up the story, devoting whole pages to the drama of a failed relationship that drove him to death.

They sent reporters along to his funeral at a pagoda where a crowd of 100,000 had gathered. There were scuffles and a wall collapsed. The Communist party officials ordered coverage to be toned down. But by then the two papers - Tuoi Tre (Youth) and Nguoi Lao Dong (Workers) - had achieved their desired aim: their circulation doubled.

This is the new face of the media in Vietnam, where the country's 10-year experiment with economic liberalisation has brought great change to the formerly staid media.

Yet as in the case of Mr Anh, the authorities have not given up all their old ways. Yesterday the authori-

ties, in effect, expelled the Hanoi correspondent of the Far Eastern Economic Review, the first time the country has got rid of a foreign correspondent since it allowed foreign news organisations to establish reporting bureaux in 1990.

Domestic newspapers have, in any case, been forced to change because of a cut in state subsidies to many newspapers and television stations that previously had relied on handouts from Hanoi. Now, many are adopting tactics more familiar to European tabloids than to socialist state censors in a bid to boost readership and revenue.

According to SRG Vietnam, a Ho Chi Minh City-based foreign research group, advertising spending in Vietnam increased to almost \$150m from about \$30m over the last five years. Competition is fierce: there are about 350 newspapers and magazines nationally. About 90 publications have been launched since 1990.

But Hanoi is not entirely bappy with this develop-

ment. The challenge for the party is how to cope with a media that, through commercialisation, is becoming more responsive to its readership at a time when the party's desire to control remains undiminished.

Vietnam does not require its media to submit material for censorship before publication. Instead, the Communist party appoints what it considers as ideologically reliable editors-in-chief to each organisation. They are responsible for ensuring that coverage toes the party line.

Under Vietnam's press laws, newspapers are not allowed to criticise "the achievements of the revolution" and party leaders.

Journalists are also required to be "responsible", although the term is not defined.

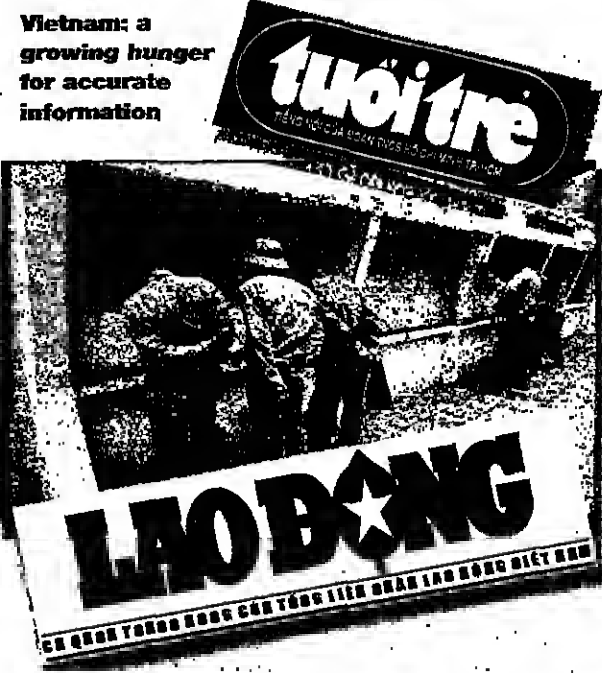
Nowhere is the issue more contentious than at Tuoi Tre. It is the best example of a newspaper that has successfully managed to tread a delicate path between state censorship and hold cover-

age of social issues and, on occasion, party scandals. A few years ago one of its former editors was sacked for running an article discussing whether Ho Chi Minh had a wife. The former president's private life is taboo in Vietnam.

Yet Mr Nguyen Son Phuoc, Tuoi Tre's current deputy editor and a party member, has managed to turn it into one of the most successful newspapers, through successful manipulation of party contacts and sound business acumen.

The paper rents out office space to Volvo of Sweden and Nestlé of Switzerland at a building in central Saigon. It has its own printing press and plans to invest \$10m next year in real estate, construction materials and a hospital.

His paper has been at the forefront of attempts to wean journalists off reliance on the bureaucracy for information. "If you get information from the government, it's not enough. You're just hanging your head against a closed door," he says.



Vietnam: a growing hunger for accurate information

Newspapers like Tuoi Tre may be pushing editorial boundaries to a degree, but it is too early to speak of editorial freedom. Corruption scandals are pursued in the press only after the party has given its approval.

Foreign and Vietnamese companies often include cash in press packages as a way of ensuring favourable coverage of their activities.

This, coupled with the obsessive secrecy with which the bureaucracy still treats most kinds of information, is likely to ensure Vietnam's newspapers will shun issues sensitive to the party and stick to what pleases most people - stories about film stars.

Jeremy Grant

ASIA-PACIFIC NEWS DIGEST

Thailand trade gap narrows

Thailand's large current account deficit has dipped below the psychologically important level of \$18.1bn for the first time in six months, suggesting the country's economic woes may be easing, according to figures published yesterday by the central bank. The deficit shrank for the fourth month in a row to \$12.3bn in August from \$13.1bn in July.

However, rapidly slowing export growth this year has forced the Bank of Thailand further to trim its growth forecast this year to 7.8 per cent, the slowest rate of annual growth in more than a decade. Exports grew by a slow 2.4 per cent in the first eight months of this year, reinforcing the belief that the year-end figure would fall short of the government's already reduced growth target of 10.2 per cent export growth.

Manufacturing activity did pick up for a second consecutive month in August and there was also a modest expansion in foreign reserves to \$23.5bn from \$23.4bn in July. The Stock Exchange of Thailand index climbed 4.22 points to 910.23.

William Barnes in Bangkok

Property businessman charged

Mr Prasong Panichpakdee, chairman of one of Thailand's biggest property companies, Somprasong Land, was yesterday charged with contravening financial statements and breaking laws designed to protect customers.

Somprasong's ambitious expansion plan headlined into the greatly over-supplied Bangkok residential property market after its flotation in 1991. The Bank of Thailand, the central bank, yesterday sought to calm nerves by insisting it was not worried that struggling property companies might damage the banks and finance houses that lent them money.

William Barnes, Bangkok

Indian warning to Pakistan

India yesterday warned it would review the "entire gamut" of bilateral relations with Pakistan should it fail to protect Indian diplomatic staff in Islamabad, the Press Trust of India said. It said the Indian warning came after Pakistan suggested the two estranged neighbours should call a "truce" on picking off each other's officials.

Meanwhile a non-diplomatic official of India's embassy in Islamabad returned with his wife to New Delhi after being ordered to leave Pakistan. Mr Ashok Kumar Wahi's return came a day after Indian police arrested Mr Hafiz Mustaque Khoso, a non-diplomatic staff member of the Pakistani High Commission on charges of spying in New Delhi. The tit-for-tat expulsions came a month after Pakistan and India ousted diplomats from each other's capitals for alleged spying.

AFP, New Delhi

Bangladesh sell-off planned

Bangladesh's Securities and Exchange Commission chief yesterday said the government would sell up to 2bn taka (\$47m) worth of shares in state-owned companies listed on the Dhaka stock exchange by the end of fiscal 1996-97 to beef up the stock market. "The government as a first step will privatise the companies which are already listed with the Dhaka Stock Exchange to increase the market depth," Mr Haroonur Rashid said. He said the government would sell its stakes in all multinational companies, which number about eight, by December.

Reuters, Dhaka

Mandarin Oriental, Manila.
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Airline strike likely to embarrass Philippines

By Edward Luce in Manila

Philippine Airlines (PAL) yesterday threatened some 9,000 striking employees with summary dismissal if they failed to return to work today on All-Saints Day - one of the most important religious holidays in the country's calendar.

The warning escalates the dispute just three weeks before Manila plays host to the Asia Pacific Economic Co-operation (Apec) leaders' summit.

The Philippine government says the Apec trade forum is the most important international meeting to be held in the country since the IMF-World Bank meeting in 1976 and is keen to avoid embarrassments. President Suharto of Indonesia and President Jiang Zemin of China are among 18 leaders attending.

Manila's airport, which is being spruced up for the arrival of 16 Apec heads of state, could suffer heavily if the strike persists. President Fidel Ramos has so far refused to intervene.

Tan, chairman of the privatised airline who recently won a court battle with minority government shareholders to gain majority control of the national flag carrier, dismissed the walk-out as a "wildcat" strike. Most of PAL's maintenance and ground-handling crew are on strike.

"PAL management has advised striking personnel to return to work not later than Friday, November 1 or he deemed terminated from the company," said an airline statement yesterday.

Government officials, who have had running battles with Mr Tan over alleged tax evasion in his beer and tobacco subsidiaries, yesterday expressed concern over the possible ramifications of the walk-out.

Human rights activists have challenged in the Supreme Court the government's decision to deny a visa to Mr José Ramos Horta, Nobel peace prize winner.

The government refused a visa to the East Timorese activist on the grounds that

he would pose a "threat to national security" and undermine Manila's relations with Indonesia before the Apec summit.

Indonesia has faced widespread international criticism over human rights abuses in East Timor.

Mr Ramos-Horta was to have attended a parallel summit on Apec next month. The petition to the Supreme Court was submitted by Philippine human rights groups yesterday.

Critics, including leading senators and Cardinal Jaime Sin, doyen of the 1986 "people power" revolution which overthrew the dictatorship of Ferdinand Marcos, accuse the government of betraying the country's democratic values.

World Bank management criticised

World Bank management criticised

By Robert Choto, Economics Editor

The management of the World Bank has come under fire from members of its executive board, after the development organisation's in-house watchdog warned that its work on poverty reduction was inadequate.

In a recent internal report, the Bank's quasi-independent Operations Evaluation Department produced a lengthy critique of the content and use of "poverty assessments". These country-specific reports, which cost more than \$200,000 each to produce, are supposed to ensure that poverty reduction is prioritised in the Bank's assistance to borrower countries.

At a meeting of the Bank's board in September, one executive director described the report as "catastrophic" and several said that it cast doubt on the seriousness with which management and staff approached the task of poverty reduction. The management argued in turn that the report was overly rigid and too negative.

The report looked at 46 poverty assessments made between 1988 and 1994, comparing them with standards laid down in an operational directive on poverty reduction issued in 1991. The report concluded the quality of the assessments improved

after the directive came out, but that more than 40 per cent were still inadequate. The watchdog added that the content of poverty assessments had only "a modest influence" on the country assistance strategies and that there was only a weak link between the assessments and the extent of poverty-targeted lending.

Country assistance strategies focused overwhelmingly on broad macroeconomic stabilisation and structural reform issues, with few references to the status or causes of poverty, or to approaches to poverty reduction," the report said.

The Bank's formal policy on poverty reduction identifies three main objectives: broad-based, job-intensive growth; investment in human resources and especially the poor; and the provision of safety nets for vulnerable groups and the very poor. But the report noted that some poverty assessments - notably from the Latin America and Caribbean office - focused on only one part of this strategy.

"Bluntly put, a significant mismatch appears to exist between the ambition and specificity of [the operational directive] on the one hand, and the performance of the Bank and its borrowing member countries in delivering on its provisions, on the other," it concluded.

Uzbeks' hard currency problems increase

By Sander Thoenes in Almaty

Uzbekistan's efforts to ease a shortage of hard currency backfired this week, boosting black market rates of the dollar and driving many importers of western goods to either increase prices or halt business altogether.

Shelves of many western-owned supermarkets have run out of supplies and prices of electronics have shot up as traders struggle to adapt to new restrictions on the purchase, use and export of hard currency. The street exchange rate of the sum, the local currency, has lost 30 per cent of its value in recent weeks as Uzbeks rushed to change their sums into dollars illegally.

Uzbekistan has faced a hard currency shortage since March because of disappointing export revenues. Rather than selling gold reserves or lowering the exchange rate of the sum, however, the government has left even its largest investors dangling with millions of dollars in local currency.

"We're only getting a fraction converted," said Mr Hikmat Ozmaden, general manager of Tashkochtvo, a dealership for Turkish-made Fiat cars. "But they will solve their problems. This is temporary."

Mr Ozmaden said the government had banned conversion of revenues from passenger car sales, his main business, and started charging a 30 per cent commission on every dollar converted from sales of car accessories, parts and lubricants.

Mr Igor Melnikov, head of strategic research at the National Bank, Uzbekistan's largest commercial bank, said that sum revenues on some foodstuffs, including chewing gum, beer and tobacco were at the bottom of the waiting list for conversion.

"We have sizeable gold reserves - they can cover all imports for seven months," Mr Melnikov said. "Problems arose while we started moving towards convertibility. But they were more organisational than economic."

"There's no fundamental problem with the economy," one western economist said, "but they have no great faith in market measures working in solving problems. They felt they could weather the storm with a bit of short-term rationing. That didn't work."

Attack on Taliban positions in Kabul restarts

Forces loyal to the ousted Afghan government bombed Kabul and launched a blistering assault on Taliban troops north of the capital yesterday, breaking a two-day lull in Afghanistan's latest war, Reuters reports from Kabul.

The assault, on both the De Sabz pass about 20 miles north of Kabul, and another pass, Khair Khana, also north of Kabul, began early yesterday morning.

It was followed shortly after by a bombing apparently aimed at the capital's main airport in northeastern Kabul, which killed three children and wounded seven people.

Witnesses said the airport, used for both military and civilian traffic, appeared undamaged.

"The objective is to advance as far forward as possible," Mr Mehrabuddin Masstan, a spokesman for the commander of former government forces, Mr Ahmad Shah Masood, told reporters at the force's headquarters in Jabal-e-Siraj further north.

Mr Masstan said he could not confirm whether any ground had been secured by the anti-Taliban alliance, made up of Masood's troops and heavy weapons and those of the northern Uzbek leader, General Abdul Rashid Dostum.

But he said the assault was "progressing well". The assault on the passes is the third in nine days. The previous two attacks were stalemated around both passes, viewed by the former government as "the gates to Kabul".

A senior source in Mr Masood's camp said retaking Kabul from the Taliban militia was both politically and militarily vital.

Taliban shells also landed near the old road into Kabul, below the Khair Khana pass. A commander on the old road reported fighting around the village of Hussein Kot, about 20 km (12 miles) north of Kabul.

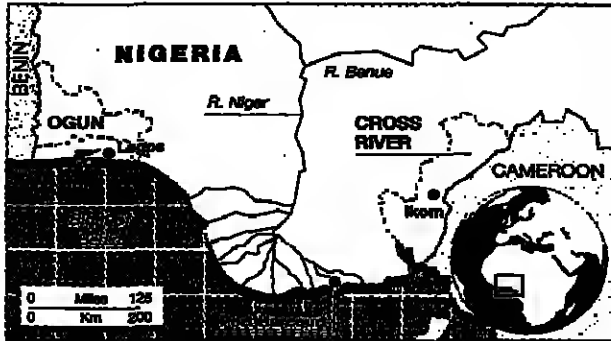
The Pakistan-based Afghan Islamic Press (AIP) agency reported later yesterday that a commander loyal to the ousted Afghan government on Wednesday launched an attack on the Taliban in Dara-i-Noor, about 28 miles northeast of the eastern city of Jalalabad.

Sources close to commander Hazrat Ali told AIP his forces had seized the area after killing many Taliban fighters and capturing at least 20.

Nigerian logging scheme hits a logjam

Paul Adams on the scandal surrounding plans which threaten a valuable conservation area

Dud cheques worth N600m (\$7.5m) may seem unlikely to save a rainforest but the fraud scandal rocking the Federal Environmental Protection Agency (Fepa) could help delay a logging scheme which threatens Nigeria's most valuable conservation area.



Cross River National Park in south-east Nigeria is the last big rainforest in West Africa. A new timber operation covering 100 sq km on the edge of the park by the Chinese-owned Wempco industrial group has provoked a storm of protest locally and abroad, and forced it to submit an environmental impact assessment (EIA) to the agency, only the second company ever to do so in Nigeria.

Conservationists warn that Wempco's logging scheme threatens the entire 6,000 sq km Cross River forest - 40 per cent of the forest remaining in a country where 95 per cent has already been destroyed. The area contains at least 1,500 plant species, some of them endemic to the area, the only population of gorillas in West Africa and dozens of other endangered species.

But Fepa appeared to have dismissed the environmentalists' arguments and was on the verge of approving Wempco's scheme last month when the scandal broke.

Dr Evans Aina, its director, and other senior officials were detained over embezzlement of Fepa's funds, allegedly to support an insolvent bank in Lagos with which they had connections. The Nigerian Conservation Foundation (NCF), backed by the Worldwide Fund for Nature, had urged the federal government "to reject existing plans to log Nigeria's last rainforest".

Wempco's environmental assessment only covers the impact of the scheme on 1 per cent of its timber concessions, proposes a plantation system which will destroy biodiversity and fails to recognise the role of local communities in forest man-

agement, said the NCF. "We believe that these are errors and omissions which make Wempco's EIA document seriously flawed and an unfit and insufficient basis to give Wempco the go-ahead to log the rainforest," said the NCF. "There are constructive ways to log the rainforest, but a proper EIA should be conducted to address the shortfalls."

The arrest of the director has temporarily paralysed Fepa but the NCF suspects that Wempco has begun logging without approval.

The company has already built access roads to link its large new saw mill at nearby Ikrom to their remote concessions in the forest. The Chinese company and the government of Cross River state see the scheme as a lucrative new venture employing

more than 1,000 people in a state which needs such investment more than it needs the national park.

But critics of Wempco say the \$4m plywood and veneer saw mill at Ikrom was built to handle far more timber than Wempco's forest concessions can legally supply. They claim the project will encourage illegal logging and undermine community forestry schemes which the EU and other donors are trying to establish.

Environmentalists say Wempco has a bad record in an earlier logging operation in the Omo forest, one of the few habitats for rare monkeys and the few elephants left in western Nigeria. The company was accused of illegally logging protected trees for export, prompting the government of Ogun state to suspend Wempco's operations in Omo and close down its nearby plywood and veneer factory.

Wempco is reluctant to comment but insists that it is not out to destroy the forest, that it will protect it by employing local people in legal logging and that the environmentalists' campaign against the company is a false alarm that is misleading the public.

For decades, hunting and farming by a growing popu-

lation have encroached on the Cross River forest. In a 1990 report the WWF warned that without prompt action the upland Okwangwo area would be "of trivial significance for conservation within 10-15 years."

A year later the federal government made two thirds of the forest a national park. Conservationists are gradually persuading communities in and around the park that they are better off preserving the forest than hunting and farming in it.

One such project, the Ikuri Initiative, is recognised by the state government as a model for community forestry. The Pandillus rare monkeys breeding programme has won international awards for its community work at Aké mountain. The European Union project to develop the economy and protect the forest around the Okwangwo division is winning local support.

The Fepa's lack of sympathy with the conservationists follows criticism of the park from the Cross River state government, which recently claimed compensation from the federal government for loss of revenue through the creation of the national park.

Mr Frank Afutu, the commissioner for agriculture

and forestry in Calabar, the state capital, says the creation of the Cross River national park in 1991 and an EU aid project, now cancelled, raised false hopes. Conservationists say the claim, coinciding with the arrival of Wempco, has left the forest in severe jeopardy.

Mr Afutu believes fears are exaggerated. "We want the national park but people can't die to let a tree live. You have to provide an alternative way to make a living. The development which our people believe in is ocular development - what they can see," says Mr Afutu.

"Nigeria should follow the lead of other African countries - South Africa, Gabon and Ghana - and join the worldwide movement for certification for all forestry operations by the International Stewardship Council," said Mr Philip Asiodu, a former oil minister, who heads the NCF. "The companies now descending on us here have all been affected by the stricter controls now imposed in countries like Thailand, Malaysia and Indonesia. The risk is that there will be five years of destruction and then they will move on like termites."

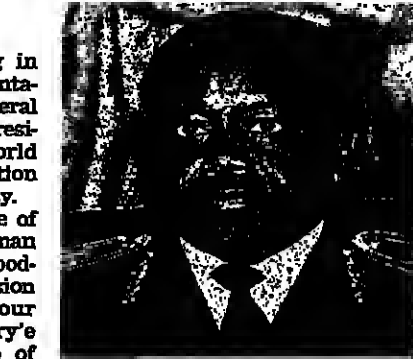
Abacha medal award prompts UN dispute

By Frances Williams in Geneva

A diplomatic row is brewing in Geneva over the recent presentation of a gold medal to General Sani Abacha, the Nigerian president, by the head of the World Intellectual Property Organisation (Wipo), a United Nations agency.

The award was given in spite of condemnation of Nigeria's human rights record by two other UN bodies, the Human Rights Commission and the International Labour Organisation, and the country's suspension from membership of the Commonwealth for human rights violations.

The presentation, made without the knowledge of other Wipo member governments and most Wipo staff, apparently took place in



Sani Abacha: medal normally given to inventors

Abuja, the Nigerian capital, during a visit in October by Mr Arpad Bogesch Wipo director general. The

US is demanding an explanation of the award.

In a letter to Mr Bogesch expressing Washington's "deep concern", Mr Daniel Spiegel, US ambassador to the UN in Geneva, notes the Wipo gold medal is normally given for significant achievements by inventors.

"We are not aware that Gen Abacha has made significant contributions as an inventor, nor has Nigeria proven to be particularly deserving of special recognition for its progress in advancing the protection of industrial property rights," the letter says.

Nigeria is said by international business groups to be a thriving market for counterfeit goods, including films, television programmes and sound recordings.

Mr Bogesch, a Hungarian-born US citizen now in his late 70s who has headed Wipo since 1973, was not available for comment yesterday. This latest incident follows another dispute in September over an ambitious plan for a new Wipo building, now being re-examined after US intervention.

Western diplomats yesterday confessed bafflement over Mr Bogesch's motives for giving the award. One speculated that Mr Bogesch, who retires next year, was trying to boost the chances of Mr Carlos Fernandez Ballesteros, Wipo's Uruguayan assistant director general, to succeed him. Mr Ballesteros accompanied Mr Bogesch on the trip to Abuja.

Another suggested Mr Bogesch may have felt obliged to accept a

Nigerian government recommendation that Gen Abacha receive a medal. Mr Bogesch "shows two to three medals wherever he goes," the diplomat said, noting that the president of Uzbekistan had received one last year. However, in his letter Mr Spiegel argues that, as a specialised UN agency, Wipo has an obligation to respect UN mandates and recognise the political consequences of its actions.

He said yesterday that it was "outrageous and bizarre" for an award for inventive genius and creative talent to be given to the head of a government that had forced its only Nobel Laureate, writer Wole Soyinka, into exile and executed another writer, Ken Saro-Wiwa, under "very questionable" circumstances a year ago.

Settlements policy under fire in Israel

By Judy Dempsey in Jerusalem

The Israeli government is actively pursuing a policy of expanding Jewish settlements as well as encouraging people to live in the West Bank by offering financial incentives, Peace Now, Israel's most prominent peace movement, said yesterday.

The settlement policy will be allocated Shk600m (\$180m) from the 1997 budget, double the amount in this year's budget.

Mr Mossi Raz, a Peace Now activist who has scrutinised the 1997 budget, said the government would finance its settlement policies by trimming the budgets of ministries not involved in the settlements.

"While ordinary Israelis have to face a Shk4.5bn cut in social welfare programmes, the settlements will be spared any of these measures," added Mr Raz.

"We are sure of one thing. There is now a conscious policy of expanding the settlements and encouraging people to settle in them. Settlers will continue to be granted a tax reduction of seven percentage points from their salary."

Peace Now earlier in the week sent a letter to Mr Benjamin Netanyahu, the prime minister, to coincide with the first reading of the budget, which aims to cut the budget deficit to 2.8 per cent of gross domestic product next year compared with 3.8 per cent this year.

It protested about the 100 per cent rise in spending for the settlements as well as the fact that 90 per cent of the budget allocation was for areas beyond the Green Line, Israel's pre-1967 border.

A close reading of the 1997 budget proposals show that the housing and construction ministry will be allocated Shk172m to finish housing projects started in the West Bank between 1990 and 1992 but unfinished by the former Labour government, which itself had

embarked on one of the biggest settlement expansions during its tenure in office.

The agriculture ministry has been given a budget of Shk145m for new settlements and the ministry of industry and commerce has additional spending of Shk89m for investing in settlements on the West Bank.

The state-run Israel Lands Authority, the country's largest landowner, will be given Shk195m, a 15 per cent increase on this year's budget - which was not spent - specifically for expropriating land at Har Homa.

Har Homa is in east Jerusalem where Israel's jurisdiction is not recognised under international law. It has been earmarked for developing a Jewish-inhabited district.

Meanwhile, the government would not confirm whether a plan drawn up by

Pressure is coming from ultra-Orthodox communities

Mr Avigdor Lieberman, the director general of the prime minister's office, would grant new settlements in Gaza and the West Bank "high national priority".

The government is coming under pressure from the ultra-Orthodox communities to make more new housing available for the settlers.

Almost all buildings demolished by Israeli regulators since 1993 for unlicensed construction belonged to Arabs, the Haaretz newspaper said yesterday, Reuters reports from Jerusalem.

The newspaper, which examined Interior Ministry reports, said 90 per cent of all illegal buildings razed in the last three years were constructed by Arabs.

It said, however, that Arabs were responsible for only 65 per cent of all construction without a permit.

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NEWS: UK

Committee will consider whether outside body should oversee insurance market

Lloyd's may broaden regulation

By George Graham in London

The Lloyd's insurance market is reviewing whether its regulatory functions should be passed to an outside organisation. Lloyd's yesterday announced the formation of a review group under the chairmanship of Sir Alan Harcourt, who chairs its existing regulatory board, to examine arrangements for overseeing the market. The group's terms of reference say it will consider whether organisations

other than Lloyd's should undertake or supervise any regulatory activities. Sir Alan said the review would involve the Securities and Investments Board, the regulator of most of the rest of the City of London's financial institutions and markets under the 1986 Financial Services Act. Lloyd's is regulated under its own 1982 act of parliament and largely exempt from the FSA, though the government's Department of Trade and Industry has a role in protecting policyholders' interests. Bringing

it under the SIB would require fresh legislation. Although a committee of the House of Commons said last year that the insurance market's regulations needed overhauling, the government has ruled out any action before the summer of 1997. The 13-member review group will also consider the structure and staffing of Lloyd's regulatory division and the composition of its regulatory board. Efforts to review Lloyd's regulation and internal structures have for the last five years largely been side-

lined by the market's troubles. In September, however, the DTI approved the creation of Equitas, the reinsurer company into which Lloyd's is transferring about £12bn of mainly US liabilities outstanding on policies sold before 1993. Approval came after more than 90 per cent of the 34,000 Names - the individuals whose assets have traditionally supported the market - agreed to accept a £3.2bn settlement offer to end legal action against Lloyd's. Much remains unclear

about Lloyd's future shape. The unlimited personal liability of the traditional Names is being replaced by new corporate investors - professional fund managers and insurance specialists which have pumped £1.5bn into limited liability corporate members at Lloyd's in the past three years. If that trend continues, Lloyd's officials say, it could change the sort of regulation that would be appropriate. Transferring Lloyd's regulation to another body, such as the SIB, would have much support within the market.

Reform of N Ireland terror law proposed

By John Kampfner, Chief Political Correspondent

The British government was yesterday presented with a radical prescription for reforming anti-terrorist legislation in Northern Ireland. The recommendations were contained in the findings of a year-long inquiry by Lord Lloyd of Berwick, who was asked by ministers to look at changes in the event of lasting peace in Northern Ireland. Some of the suggestions relating to human rights in Northern Ireland are likely to be dismissed by pro-British politicians in the region and many Conservative members of the House of Commons. The report was commissioned two months before the Irish Republican Army broke its ceasefire in February. With the inquiry remit seemingly out of date, many of its more controversial proposals are likely to be shelved. The opposition Labour party, however, called the report a "significant contribution" which showed how a second IRA ceasefire "could transform the framework of law and order throughout the UK". The legislation is intended to replace the existing Prevention of Terrorism Act, which applies to the British mainland, and the Emergency Provisions Act for Northern Ireland which are both subject to annual review. The report makes clear that, even if peace is agreed in Northern Ireland, permanent anti-terrorist legislation will be required. One of the aims is to preempt future challenges against Britain by European courts. Among the suggestions are: Ending exclusion orders, which have been used in the past to prevent individuals from entering Britain from Northern Ireland. Ending so-called "diplock" courts in Northern Ireland, set up to allow judges to cast verdicts instead of juries because of intimidation. Replacing the seven-day pre-trial custody for terrorist suspects. In future, an initial 48-hour could be extended only by two days through a decision of judges rather than ministers. Introducing a statutory provision enabling judges to ensure that a minimum term stipulated for a life sentence reflects the severity of a terrorist crime. Encouraging informers with a discount of one-third to two-thirds off a sentence if they testify for the prosecution. Currently it is at the discretion of judges.

UK NEWS DIGEST

Export credits agency recovers

The Export Credits Guarantee Department has completed its recovery from more than a decade of serious financial difficulties caused by the Third World debt crisis, the head of the government-owned trade finance agency said yesterday. Mr Brian Willott, chief executive, said a buoyant operating performance and an improvement in the department's cash flow in the year to March 31 had enabled it to make a £246m (£400.98m) cash payment to the Treasury. The last time the ECGD contributed to the exchequer was in 1983. It then operated in deficit before achieving break-even in 1993-1994. Last year's payment is believed to be the largest ever, although the ECGD said changes in its operations made direct comparisons with previous years difficult. The ECGD said its trading surplus on new insurance business written since 1991 rose to £103.3m in the last financial year from £50m. Premium income increased to £156.5m from £112.5m, while claims paid fell to £294.7m from £421m. Guarantees issued for new business rose 35 per cent to £4.06bn, twice the average annual level for the previous decade. The figure was boosted by cover for exports of Airbus commercial aircraft and large power station projects in China and the Philippines. China was by far the biggest market for new business. Guy de Jongh

CORPORATE GOVERNANCE

Two-tier German boards rejected

The Confederation of British Industry, the country's biggest employers' lobby, yesterday rejected suggestions from the opposition Labour party that economic "stakeholders" such as employees, customers and suppliers should be represented in company boardrooms. In a report prepared for the corporate governance committee chaired by Sir Ronald Hamel, the CBI acknowledged that the UK's traditional unitary board system was under attack following public arguments over directors' pay and the role of non-executive directors in supervising executive directors. However, the CBI said that the answer to these concerns did not lie in opening boardrooms to representatives of stakeholders or accommodating stakeholders by creating German-style two-tier boards. Stefan Wagstyl

PENSIONS

Mis-selling leak investigated

The Personal Investment Authority, the City of London watchdog, has launched an inquiry into a leak of figures showing the slow pace of efforts to compensate people who were mis-sold personal pensions. It plans to appoint "an independent person of stature" to conduct the probe. The figures, printed in the Independent newspaper in London this week, showed that 26 of the country's leading pension providers had assessed only 9,100 of more than 360,000 priority cases. The review into pensions mis-selling was launched by the Securities and Investments Board, the chief city watchdog, in 1994 when up to 1m potential cases were identified. Christopher Brown-Humes

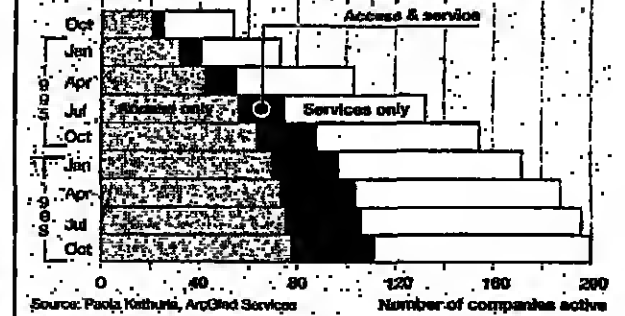
INTERNET

Servicing companies' growth falls

The rapid expansion in the number of companies set up to take advantage of the Internet in the UK has fallen off in the past six months, according to a continuing survey of the global network. There are now 630 British companies

Wire services

When companies started providing internet access & services in the UK & Ireland



listed by ArcGlade Services in their "inetuk" list, of which 61 per cent are involved in designing Net services for other companies. The rest base their business on linking individuals and companies to the Net, although many now cover both the "access" and "services" sides of the sector. James Mackintosh

INWARD INVESTMENT

Toyo Seals leases factory

Toyo Seal Industries of Japan is making its first overseas manufacturing investment with a £2.4m (£3.91m) project in north Wales. The company, which makes rubber seals for automotive bearings, considered other sites in the UK and mainland Europe before deciding to lease a factory at Wrexham in north Wales from the Welsh Development Agency. The project is grant aided by the British government's Welsh Office. In a separate inward investment, Contico International of the US is setting up a company in Cornwall, south-west England, to assemble plastic spray heads, used for domestic cleaning and insecticides. The subsidiary, Continental Sprayers, is expected to create at least 60 jobs in a £5.1m investment at Redruth. The Department of Trade & Industry is providing £840,000 of grant aid. Roland Adnham, Cardiff

COMPANY SALE

Rolls-Royce in negotiations

Rolls-Royce will today issue a statutory protective redundancy notice relating to all the 1,700 employees of its Parsons Power Generation Systems offshoot, which was offered for sale in July. Rolls-Royce, which is continuing its efforts to sell Parsons, says it is optimistic of a sale. A couple of potential purchasers, whose identity has not been disclosed, have signed confidentiality clauses and are carrying out due diligence. Chris Tych



European bus and coach comparisons

Country	Pop'n	Bus/coaches	Passenger km
	1995	1991	1992
	1000	1000	1000
Great Britain	56.7	1.6	2.9
Northern Ireland	1.6	2	0.002
France	59.1	15	10.7
Belgium	10.5	15	0.4
Denmark	5.3	1	0.7
Finland	5.3	1	0.7
Germany	81.6	71	4.7
Greece	10.5	1	0.7
Ireland	3.8	8	0.3
Italy	56.7	15	10.7
Luxembourg	0.4	1	0.002
Netherlands	15.7	15	0.4
Portugal	9.8	11	0.7
Spain	40.7	15	10.7
Sweden	8.8	14	0.8

Britain's two main political parties yesterday called for London's distinctive Routemaster buses to be saved after it was suggested they may be scrapped by 2000, Liam Halligan writes.

more to do with technical standards than with common sense," said Mr Anthony Pursey, commercial director of Walter Alexander, a UK bus and coach body builder. "We found no evidence of any passengers being seriously injured or killed over the past decade because there was no second stair case on double deckers." The confederation believes that, far from enhancing passenger safety, any moves to reduce seating in buses and to increase the number of doors will increase the risks to travellers. "We are convinced that a seated passenger is always safer than a standing one," said Mr Flower. "Furthermore, the UK bus industry

has progressively reduced the number of vehicles with centre and rear doors because of the risk to passengers boarding and alighting on the driver's direct line of sight." In addition, bus operators do not like doors away from the driver because of the increased chance of passengers avoiding paying their fare and the need to position bus doors alongside shelters and platforms at bus stops. Bus operators fear that the shift away from double-decker buses to smaller, more economical and flexible mini and mid-buses which followed the deregulation of the UK bus industry in the mid-1980s could also be jeopardised by EU legislation.

One element of the directive is expected to be a regulation on the minimum width of seats. This would have the effect of reducing the number of seats abreast which could be installed from four to three and make their operation uneconomical. This would be in line with mini buses which account for 12 per cent of the UK bus fleet. EU member countries will be allowed to seek exemption from the terms of the directive until a review planned for 2006 but British bus operators described this as a "rudge" which at best would postpone the imposition of unattractive regulation. Charles Batchelor

Phones innovation is linked to Philips

By Alan Cane in London

A nine-month-old UK company has developed a system which offers small and home-based businesses the advantages of large, computer-based telephone exchanges at a fraction of the cost. The system, called "Imagination", has been designed and developed and is manufactured by Telecom Sciences Corporation for Philips, the Dutch electronics

group. TSC bought Philips' telecoms manufacturing business in Airdrie, Scotland, in February this year for £28.1m (£45.8m). "Imagination" enables companies with only a handful of telephone lines to take advantage of "computer telephone integration" an advanced system used by large companies to recall customer details speedily, and ISDN (Integrated Subscriber Digital Network), high speed telecommunica-

tion lines which form the foundation of the information superhighway. CIT systems can cost tens of thousands of pounds which has limited their use to large companies. The new system, however, has an entry level price of £899 for a home business rising to about £11,000 for a medium-sized company with 250 telephone lines. Mr David Boyd, TSC chief executive, said he expected the company to have sales of

£50m in Europe by the end of next year with almost half the total in the UK. The UK lags behind other European countries in the adoption of ISDN lines, which are capable of transmitting voice, data and video images simultaneously. This is chiefly because of cost. In the Netherlands, for example, it is now cheaper to install an ISDN line than a conventional telephone line, while Germany has stimulated demand by paying

DM700 (\$463.50) towards the cost of equipment to be used on a newly installed ISDN line. British Telecommunications is keen to stimulate demand for ISDN lines and has recently announced new tariffs. Mr Boyd says the use of "Imagination" equipment and an ISDN line would eliminate the need for separate pieces of equipment such as fax machines and telephone answering machines.

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Pension debt stirs Emu debate

By James Birtz, Political Correspondent

The cabinet was yesterday embroiled in a new row over sterling's membership of a single currency following publication of a report into Europe's public pension schemes. In spite of a determined display of unity over Europe at last month's annual conference of the governing Conservative party, Mr Kenneth Clarke, the chancellor of the exchequer, and Mr Peter Lilley, the chief social security minister, appeared divided over a report expressing alarm over "unfunded" pensions schemes in European Union states. Mr Lilley was said to be warmly supportive of an investigation by the House of Commons social security committee, which claimed it would be "crazy" to exclude Europe's growing unfunded pensions liabilities from the monetary union criteria. But officials at the Treasury, where Mr Clarke is the senior minister, said there was no substance to the report, arguing that EU states "have started to take at least some action" to deal with long-term liabilities from their unfunded schemes. The committee's report, entitled *Unfunded Pensions Liabilities in the European Union*, argued that France and Germany would face a crippling fiscal burden in the

next century because of their reliance on pay-as-you-go schemes. By contrast, it claims the UK is in a far stronger position because it has more pension assets invested in private sector schemes than the rest of Europe put together. The committee argues that the UK would be "at risk" from the levels of pension debt in Europe if it joined a single currency. As an example of the

kinds of liabilities the UK might be exposed to, the committee said, the UK's total national debt - including unfunded pension liabilities - was currently equivalent to £9,000 per person. This would increase to an average of £30,000 of debt if total EU liabilities were shared among all member states. However, the Treasury argued that the UK was protected by several aspects of the Maastricht treaty. It emerged yesterday that a leading economic adviser to the European Commission was set to raise concerns about the economic pressures from public sector pension schemes across Europe. In a paper that will be published shortly, Mr Daniele Franco, economic adviser in the Commission's directorate general for economic and financial affairs (DGII), argues that the scale of unfunded liabilities will mean that "in the first decade of the next century the outlook for the pension system gets worse".

CONTRACTS & TENDERS

INVITATIONS FOR EXPRESSIONS OF INTEREST WITHAM PROSPECT

The Coal Authority has received an Application for a Conditional Operating Licence (Underground) in relation to an area of 19,956 ha, in the counties of Nottinghamshire and Lincolnshire and bounded by the towns of Newark, East Retford, Tuxford and the City of Lincoln. The area is centered on National Grid Co-Ordinates E 482,000 N 365,000 and relates to the Top Hard Seam. Persons wishing to make alternative expressions of interest in relation to coal mining operations in this area should submit particulars to the Director of Licensing by 31st December 1996. Expressions of interest should be delivered to:

- The Licensing Department
 - The Coal Authority
 - Bretby Business Park
 - Asby Road
 - Burton on Trent
 - Staffs. DE15 0QD
- The subsequent timescale for submission of complete applications will be discussed with interested parties.

US team fails to prove electricity allegations

By Simon Holberton in London

Britain's electricity industry will take comfort from the most comprehensive survey of research into the effects on human health of electromagnetic fields (EMFs) which has concluded there is no clear, convincing evidence that exposure to them harms health. More than 500 studies published over the past 17 years were examined by a committee of the US National Research Council, a body funded by Congress.

At the release of the committee's report in Washington yesterday, Professor Charles Stevens, chairman of the committee, said: "Research has not shown any convincing way that EMFs common in homes can cause health problems, and extensive laboratory tests have not shown that EMFs can damage the cell in a way that is harmful to human health." All electrical appliances emit EMFs, as do above and below-ground power lines. Since a 1979 study implicated EMFs in an

above-average incidence of childhood leukaemia, electricity companies have been sensitive to the financial consequences of public liability suits. Companies have sought to protect themselves from civil suits by taking out special insurance schemes to help them fight court cases. Eight regional electricity companies in Britain are investigating the establishment of an offshore mutual insurance fund. An epidemiological study of childhood cancer is being under-

taken by the UK co-ordinating committee on cancer research. This may go some of the way to resolving the questions that continue to linger after nearly 20 years of research. Although Professor Stevens' committee found no experiments on cells, and animals, or studies of humans showing EMFs as being carcinogenic, it concluded that there was an as yet unexplained "association" between EMFs and a higher than normal incidence of childhood leukaemia.

It said that the association between residential proximity to high voltage transmission lines and increased rates of childhood leukaemia remained unexplained. High voltage transmission lines were associated with a "statistically significant" 1.4 fold excess of childhood leukaemia cases. "However, the inconsistency of results and the lack of a positive association when spot measurements are used remain an enigma," the report says.

JORDAN
peace cri
ashes



FINANCIAL TIMES SURVEY

JORDAN

Peace crisis crushes hopes

Unless the Israeli leader changes course, the kingdom's dream of being the economic hub of the Middle East may prove impossible to fulfil. David Gardner explains why

Just one year ago, King Hussein of Jordan opened the second Middle East economic summit in Amman, intended to demonstrate that the long Arab-Israeli conflict had given way to peace, cross-border business and regional integration - and to entice investors into choosing Jordan as their Middle Eastern base.

Only days later, prime minister Yitzhak Rabin of Israel was assassinated by a Jewish extremist, triggering a chain of events that led to May's election of Mr Benjamin Netanyahu at the head of a hardline Israeli coalition. The regional peace process has since ground to a

halt, and the much-touted Israel-Jordan-Palestine "triangle" of development, sold to Jordanians as the kingdom's ticket to a middle-income economy, is nowhere in sight.

King Hussein, the Arab leader who went furthest in building bridges towards Israel, has since May looked perilously out on a limb, as exposed as at any time in his bumpy 44-year reign.

In August, a more than doubling of bread prices as part of an International Monetary Fund-sponsored programme to cut the budget deficit and deepen structural reform of the economy sparked a revolt, which

quickly spread from the old Crusader stronghold of Karak through southern Jordan to the poor suburbs of the capital, Amman.

Just as in similarly fierce rioting after an IMF-backed fuel price rise in 1989, it was the Bedouin tribes and ethnic "East Bank" Jordanians - not the majority Palestinian community in the kingdom, traditionally seen as the greatest security worry - who rose in ire. The Bedouin army and intelligence services, alongside an administration sprinkled with Palestinian technocrats but dominated by tribal grandees, are the pillars of the monarchy.

It was also the East Bankers who took most exception to King Hussein's emotional speech at Mr Rabin's funeral last year. Hostility to Jordan's 1994 peace treaty with Israel is widespread, and has deepened as the "peace dividends" rashly promised by the government have failed to appear.

Unlike Egypt, which has had more than \$40bn in mainly US aid since signing its peace treaty with Israel in 1979, Jordan has received a write-off of barely \$1bn of its foreign debt, which, at \$6.2bn, still nearly equals its gross domestic product. At the Amman summit a year ago, Jordan had high hopes of attracting investment of up to \$3.5bn, much of it to develop assets shared with its peace partners, such as the water, energy, minerals, land, ports and tourism potential of the Jordan Rift Valley and Gulf of Aqaba. Hard though Jordan has worked, virtually none of this has materialised.

After the near collapse of its economy and finances at the end of the 1980s, Jordan successfully stabilised its macroeconomy, and until last year managed non-inflationary growth averaging

around 6 per cent of GDP. It moved quickly on to structural reform, putting in place investor-friendly laws and reforming capital markets, starting privatisation, and signalling its intention to become internationally competitive by negotiating a partnership agreement with the European Union and membership of the World Trade Organisation.

But reform, coincident with an unpopular peace, has also brought hardship to a fast-growing population, widening the gap between rich and poor, and badly hitting the middle classes, the social bedrock of Jordanian stability. According to Mr Muleh Akel, a senior executive at the leading Arab Bank, while official figures show an increase in per capita income over the past three years of 6 per cent, private consumption has fallen 18 per cent in the same period, and a quarter of the population remains below

the poverty line.

Yet while it was buoyed by the peace process, Jordan could plausibly aim at becoming a prosperous regional base for investment and production. "We started seeing ourselves as a catalyst that could activate things around us," says Mr Taleb Rifa'i, head of the Investment Promotion Corporation, the new "one-stop-shop" for foreign investors, "a bridge between the Arabs and Israel, and a processing centre for money, goods and services".

The pressure for Jordan to reorient its foreign and trade relations was and remains strong. The progressive closing off of Iraq, traditionally Jordan's largest market, as a result of UN sanctions following President Saddam Hussein's 1990 invasion of Kuwait, and the very slow recovery of exports to the Gulf where Jordan was until recently unwelcome because it stood aside from the US-

led alliance that evicted Iraq in 1991, means Jordan has a more pressing economic interest in peace than many of its Arab neighbours.

This may partly explain why King Hussein took greater risks in arguing that the Arabs should give Mr Netanyahu more time, even though the Israeli leader rejected from the outset returning more conquered Arab land in exchange for peace, and has ruled out a Palestinian state on the (formerly Jordanian) West Bank with occupied Arab east Jerusalem as its capital. At June's Arab summit in Cairo, the first since the Gulf crisis, Jordan resisted Syrian-led demands for an immediate end to diplomatic and commercial ties with Israel.

But September's ferocious fighting between Israeli troops and Palestinian policemen across the Jordan river on the West Bank, the result of Mr Netanyahu's failure to implement even

the interim self-rule agreement the Palestinians reached last year with Mr Rabin, seems to have forced the king to rethink.

He was criticised for attending last month's emergency summit between Mr Netanyahu and the Palestinian leader Yassir Arafat in Washington - whereas President Hosni Mubarak of Egypt garnered Arab plaudits by staying away. But the king used the occasion to vent all the fury of a spurned moderate on the Israeli leader. American leaks confirmed by the king revealed that he had warned Mr Netanyahu that his extremism and warmongering could tip the region into an abyss, and fatally undermine the peace camp in the Arab world.

The precariousness of Jordan's own position should the peace process fall and West Bank desperation spill over the river, is underlined by a former Jordanian prime

minister. "With the [September] events in Palestine," he warns, "the frustration of the Palestinian population [in Jordan] is becoming equal to that of the 'East Bankers'. That is very, very dangerous."

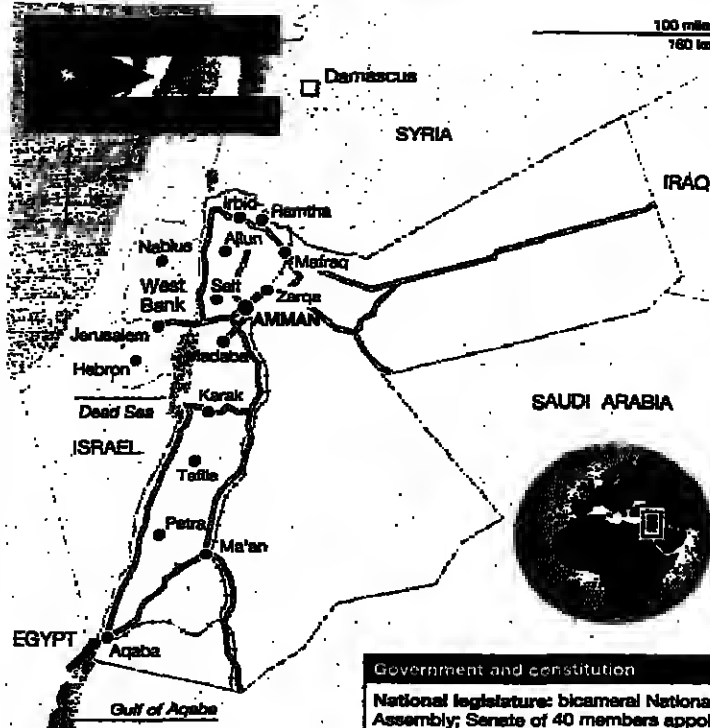
In an interview last month the King himself warned that the Egyptian and Jordanian peace treaties with Israel - the only secure achievements of half a century of peacemaking - "will definitely be in question if there isn't a strict adherence to all agreements", especially the Israeli-Palestinian accords. "Without the peace process," one cabinet minister says, "the [1994] treaty is just a piece of paper".

The King followed this up with his first visit to the West Bank since Israel captured it from Jordan in the 1987 six-day war, going out of his way to support Mr Arafat and allay Palestinian suspicions of Jordanian collusion with Israel.

At home, he has been under pressure since the riots to replace the reforming government of prime minister Abdel-Karim Kabariti. Some leading Jordanian politicians sense he may circle the wagons with a broad-based national and nationalist coalition, perhaps including the fundamentalist Islamic Action Front, the most cohesive opposition group, which helped keep the August events within constitutional bounds.

Senior officials say the hope is that increased pressure on Israel from Washington after next week's US elections, combined with a united Arab front led by Israel's peace partners, Egypt and Jordan, will translate into internal pressure on Mr Netanyahu to change course - especially from Israel's internationally-minded business community. Unless that happens, they believe, there is little prospect of the Middle East fashioning a framework for moving forward, and therefore little chance of Jordan becoming an economic hub for the region.

"You have to offer yourself as a region," says a senior official responsible for strategy. "There is no alternative, even if, as yet, we don't have a region. These are very difficult times. It will happen, but when is a question I cannot answer."



	1995	1996*
Total GDP, nominal (JD billion)	4.82	5.12
Real GDP growth (annual % change)	6.4	4.1
GDP per head (\$)	1,561	1,653
Consumer prices (annual av. % change)	2.3	6.4
Industrial output (annual % change)	5.1	-1.8
Agricultural output (annual % change)	4.0	4.9
Services output (annual % change)	5.1	7.8
Money supply, M2 (annual % change)	7.6	7.0
Foreign debt (\$bn)	7,129	7,006
Debt service (% of exports)	14.4	14.7
Current account balance (\$m)	-221	-279
Merchandise exports (\$m)	1,776	1,950
Merchandise imports (\$m)	-3,297	-3,528
Merchandise trade balance (\$m)	-1,521	-1,578

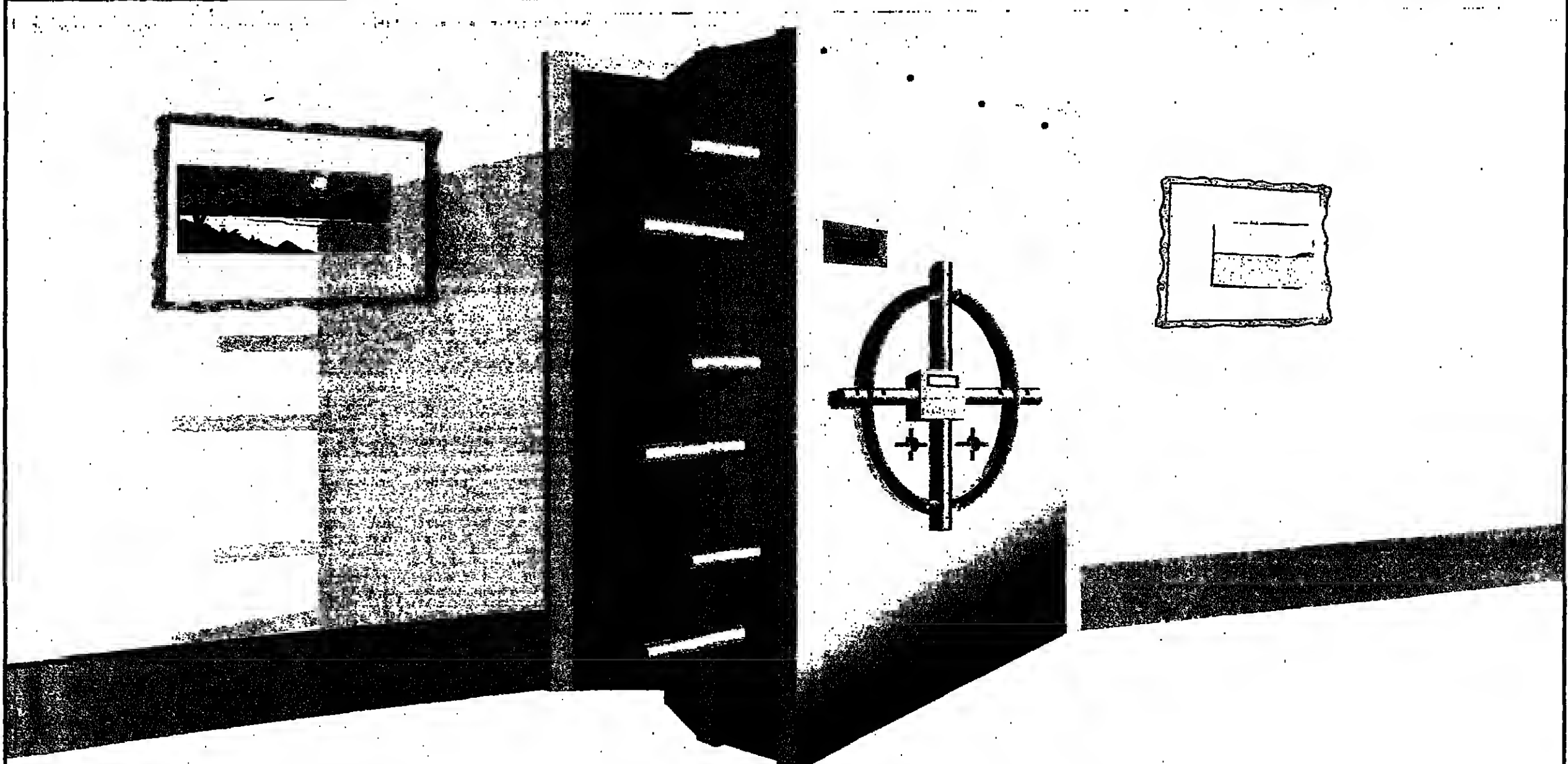
Area: 91,000 sq km
 Population: 4.2m
 Currency: Jordanian Dinar (JD)
 Date: Oct 15, 1996 \$1=JD0.717
 Main towns and population (1991 official estimates)
 Amman 1,251,000 Me'shaq 102,000
 Zarqa 585,000 Ramtha 78,000
 Irbid 373,000 Ajlun 73,000
 Salt 187,000 Madaba 70,000
 Language: Arabic; English is widely spoken.

Government and constitution
 National legislature: bicameral National Assembly; Senate of 40 members appointed by the king. Under the constitution, senators are selected from prominent political and public figures. Directly elected Chamber of Deputies of 80 members.
 Electoral system: direct universal suffrage
 Next election due: November 1997
 National government: Council of Ministers headed by the prime minister, appointed by the king; ministers appointed by the king on the advice of the prime minister. The Council of Ministers is responsible to the Chamber of Deputies.

Head of state: King Hussein Ibn Talal
Prime minister, foreign and defence minister: Abdel-Karim al-Kabariti
Speaker of the Senate: Ahmad Lusa'i
Speaker of the National Assembly: Saad Hayaj Borour
Main political parties: Jordanian National Alliance; Popular Unity Party; Future Party; Unionist Arab Democratic Party; Islamic Action Front; and pan-Arab nationalist, Baathist and Communist parties.



Jordan's prime minister, Kabariti, has had to face domestic unrest



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II JORDAN: Politics and economics

Economy: by David Gardner

All dressed up with nowhere to go?

The success of macroeconomic reforms is diluted by continued regional strife

The election in May of Mr Benjamin Netanyahu as Israel's prime minister at the head of a hardline coalition opposed to returning conquered Arab land in exchange for peace has given Jordan's economy the look of being all dressed up with nowhere to go.

After near financial and economic collapse at the end of the 1980s, Jordan has successfully stabilised its macroeconomy. It has also put in place investor-friendly laws intended to create a regional base for a Middle Eastern market it expected to expand and become integrated as a result of the peace process between the Arabs and Israelis. But that has not happened.

Partly as a consequence, attendant restructuring problems - such as the lifting of bread subsidies that convulsed the kingdom in riots in August - and secular problems such as fast-rising water resources, which can only be solved within a regional accord, look more intractable.

Throughout the 1970s and most of the 1980s, Jordan prospered from the surge of oil wealth from its Arab neighbours, and by feeding the undemanding Iraqi market throughout the 1980-88 Iran-Iraq war. But then the mid-80s oil price collapse, draining off the flow of aid and Jordanian remittances from the Gulf, was followed by the 1990-91 Gulf crisis. This closed off Jordan's biggest market in Iraq and isolated the kingdom from the Gulf, after King Hussein refused to support the Western-Arab coalition that evicted Iraq from Kuwait.

Nevertheless, backed by the International Monetary Fund and the World Bank, Jordan in 1990 launched a thorough restructuring programme, which until last year yielded average annual growth in GDP of 6 per cent, cut inflation from 16 to just over 4 per cent, and slashed the budget deficit from over 18 to around 5 per cent of GDP.

Beyond macroeconomic stabilisation and the maintenance of a strong and convertible dinar through high interest rates, the government has cut corporate taxes heavily, liberalised foreign investment rules, consolidated the banking sector and reformed the securities mar-

ket, started down the road to privatising state assets and halved the weighted average tariff to around 17 per cent.

By the end of this year, it hopes to have sealed a partnership agreement with the European Union, and has already started negotiations to join the World Trade Organisation - the two clearest signals of its wish to be integrated with the international economy.

In mid-reform, Jordan placed a big strategic bet - signing its 1994 peace treaty with Israel, and banking on the emergence of a Jordan-Israel-Palestine "triangle" of cross-border economic integration, investment and development.

High investment during the fat years had developed a small but solid manufacturing base, with big state-dominated companies in potash, phosphates and fertilisers, cement and refined oil products, and smaller private ones producing pharmaceuticals, detergents and chemicals, footwear and textiles, and processed foods. The fertiliser business has internationalised through a bold joint-venture policy aimed at securing more added value and long-term markets. But to attract desperately needed investment - from foreigners and Jordanians who hold an estimated \$6bn abroad - Jordan, without the size of Egypt or the riches of the Gulf, had to expand from a small market of 4.3m people to a base for the region. The peace process appeared to be the key.

"The peace process added something unique to a strategy to integrate our economy internationally," says Mr Saleh Rifa'i, director of the Investment Promotion Corporation, the government's new "one-stop shop" for foreign investors. "We started seeing ourselves as a bridge between the Arabs

and Israel, and a processing centre for money, goods and services."

First-quarter direct investment approvals of \$300m, about one fifth from abroad, showed modest promise - which quickly faded with the Israeli election.

But hopes that the 1994 treaty would lift Jordan's economy into the middle income bracket were not materialising even before the advent of Mr Netanyahu, and his subsequent freeze on the peace process with the Palestinians and Syria. "Economic logic cannot be a substitute for political progress," Mr Rifa'i ruefully acknowledges.

Jordan received nothing like the peace "dividend" Egypt got for its 1979 treaty with Israel, which still amounts to nearly \$4bn foreign aid a year and the near halving of its foreign debt. The kingdom instead got modest sovereign debt write-offs, mainly from the US and UK, cutting the debt from \$8.4bn in 1991 to \$6.2bn now. That is still roughly equivalent to Jordan's GDP and this "overhang" is putting

pressure on the current account, at a time when Jordanian export options are far from clear.

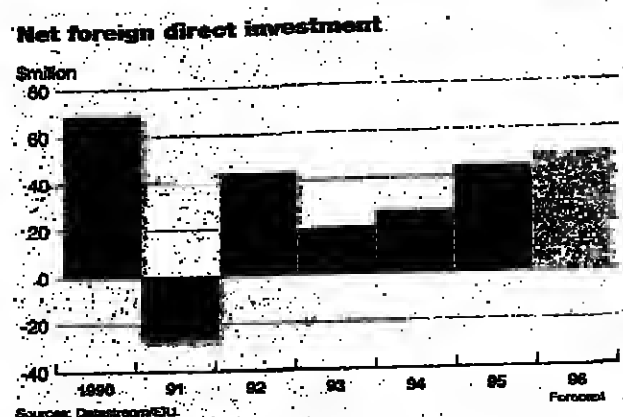
The Palestinian West Bank, let alone the much bigger, more sophisticated Israeli market, is all but closed to Jordan for what Israel insists are security reasons but Amman construes as protection of a captive market. Jordanian cement, for instance, when it can get into the frequently blocked occupied territories, has to travel on a "back-to-back" system, unloading at the border and reloading in the West Bank, leaving Jordan at \$46.50 a ton, it arrives in Gaza at \$91 a ton, erasing Jordan's comparative advantage against Israeli suppliers.

But it is above all in Iraq, which even after the Gulf War was taking 20 per cent of Jordanian exports, where the pressure is becoming acute. The indefinite postponement of UN-sanctioned "humanitarian" oil sales to enable Iraq to buy food and medicine has combined with Jordan's decision nearly to halve its oil-for-goods barter

trade with Iraq. This, UN-agreed, protocol allowed Jordan to import \$400m in Iraqi oil at a discount, in exchange for goods that Amman paid Jordanian merchants for supplying. In practice, Jordanian exporters were supplying far more - leading to arrears on the protocol of \$1.3bn, officials say. The government's decision to rein in this trade means that total Jordanian exports are now growing at only 10 per cent, against nearly 50 per cent in 1994-95.

All this has highlighted once again the dilemma Jordan faces about where to aim its goods - regionally or internationally. Mr Mufleh AKI, senior credit manager at Arab Bank, Jordan's leading bank, says "the Iraqi market is a strategic market for us, and we can't easily replace it," adding that, "with exceptions like fertiliser, to go regional is more practical".

Mr Riad Fariz, the new governor of the central bank, by contrast detects the beginnings of "a structural shift towards more demanding markets", with exports

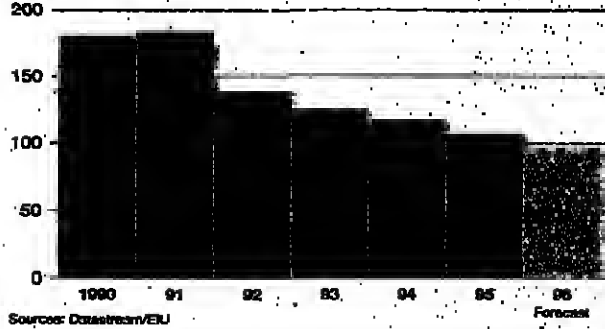


to Europe, for instance, up fivefold since 1991. "My view is that with globalisation, if we cannot compete internationally then we cannot compete regionally," he says.

The central bank has come under attack for maintaining high interest rates - currently ranging between 13 and 14 per cent against inflation of 4 to 5 per cent if the one-off effect of the bread price rises is discounted. Yet these rates are a vital hook for remittances and repatriated capital - running at JD504m in the first half of this year against JD797m all last year, or JD265m in 1991 - one of the kingdom's three main sources of income along with tourism and fertiliser exports. Mr Fariz also

External debt

as a % of GDP



Politics: by David Gardner

Storms at the 'oasis'

Recent events have raised doubts about the king's system of government

About a year ago, King Hussein returned to Jordan to find that his then prime minister had erected a monumental statue to him outside his office - built in North Korea and with Oxymandias dimensions to match. The King, himself a subtle man, politely thanked him, but ordered its immediate removal.

But if he thought that artifact might seem provocative, its swift replacement by an obscure monument resembling a sheaf of wheat is unbeatable for its poor timing. For the new prime minister, Mr Abdel-Karim Kabariti, and the Hasbemite monarchy he serves, in August had to face down a revolt against a more than doubling of bread and wheat prices implemented as part of an IMF-backed restructuring programme.

The rioting forced the King to suspend parliament and send in elite units of his army. It was the biggest

domestic challenge the regime had faced since similar riots in 1989 against IMF-agreed fuel price rises.

Just like then, it was not citizens of Palestinian origin - easily 60 per cent of the 4.3m population and seen as the country's most serious security concern since the 1970-71 civil war with the Palestine Liberation Organisation - who rose in revolt. It was the ethnic or "East Bank" Jordanians of Bedouin origin, the bedrock of the king's army and administration.

The king quickly brought the situation under control. Few, in or outside Jordan, took seriously his claim that Iraqi agents were behind the unrest. The origins of the discontent are domestic.

Put simply, Jordanians were promised that the deeply unpopular 1994 peace with Israel would raise incomes, whereas it has failed to deliver any "peace dividend". Although government cutbacks and structural economic reform would have had to happen anyway following near economic collapse at the end of the 1980s, the ensuing hardship and widening of the gap between rich and poor is associated

with the king's enthusiasm for closer links with Israel, and his volte-face last year on Iraq, after refusing to join the US-led alliance against President Saddam Hussein's 1990 invasion of Kuwait.

To keep peace with Israel, moreover, the authorities have had to tighten their grip on the "guided democracy" that the King has touted as a model for the region. This democratic experiment, with an elected parliament including the fundamentalists of the pan-Islamic Muslim Brotherhood, still makes Jordan an oasis of liberalism in a desert of dictators and despots. But it is under heavy pressure, especially with the peace process now at a halt.

The ferocious fighting in September on the West Bank between Israeli troops and Palestinian security forces is still reverberating through the kingdom. It prompted the King - the Arab leader who has done most to build bridges towards Israel - to warn that the extremism of the government of Mr Benjamin Netanyahu could tip the region into disaster.

"With the events in Palestine," warns a former Jordanian prime minister, "the

frustration of the Palestinian population [in Jordan] is becoming equal to that of the 'east bankers'. That is very, very dangerous."

But, for the moment, the system has shown its resilience.

August's discontent initially crystallised around the Brotherhood's Islamic Action Front (IAF). The IAF became the biggest party - with 94 of 90 seats - when the King responded to 1989 riots by restoring parliament, dissolved in 1987 after pan-Arab nationalist agitation. In the 1993 elections, the IAF was whittled down to 16 seats, as the regime nervously changed voting procedures to ensure more loyalist tribal grandees were elected.

But after the August events, the King appears to have recognised that the IAF - which grouped around it just over half Jordan's fragmented political spectrum in a call for Mr Kabariti's resignation - was a factor in the system's resilience, a loyal opposition that helped keep the outbreak within manageable bounds.

Subsequently, in the face of Israeli obduracy towards the Palestinians, King Hussein has strident in his criticism of Mr Netanyahu, often foreshadowed in his remarks by crown prince Hassan, his younger brother and heir to the throne.

All of this taken together has led Amman's rumour-driven political salons to expect a change of government.

After the 1989 riots, the King immediately dismissed his then premier. This time, however, he has stood firmly by Mr Kabariti. The ambitious prime minister is closely associated with the turn towards Israel and away from Iraq, and is carrying out an economic reform policy to which the regime is firmly committed. But one function of the premiership, within a political elite that rotates frequently, is as lightning rod for the monarchy. "Most of the criticism of Kabariti is in fact directed at the King," observes one leading politician.

He, and others like him, believe the King will dispense with Mr Kabariti and seek a new, "more national and nationalist" administration, possibly with more Palestinian-Jordanians in its ranks. While few such scenarios are without self-interest, they at least have ample precedent to draw on. And King Hussein will need more than his Bedouin troops and intelligence services to bathe down the batches against the storms ahead.

Relations with Israel: by Judy Dempsey

Fences may not mend

It seems the accord between the kingdom and Israeli leaders died with Rabin

When Mr Benjamin Netanyahu was elected prime minister of Israel last May, Jordanian officials chose their words carefully. Unlike the other Arab states, which vilified Netanyahu's election with more than trepidation, believing the peace process begun five years earlier at Madrid was in jeopardy, Jordan preferred to wait.

"We wanted to give Netanyahu the benefit of the doubt," one senior Jordanian official explains. "Until then, we had high expectations - perhaps too high - about the peace process."

That those expectations were not justified seems to have been confirmed in recent months by the breakdown of Jordan's special relationship with the Israeli government.

Over the years, King Hussein of Jordan forged a particularly close relationship with Mr Yitzhak Rabin, the former Labour prime minister assassinated by a far right wing Jew a year ago.

"We honestly felt he understood not only our needs but, more importantly, the Arab world," a Jordanian official says.

Even though Egypt was the first Arab country to sign a peace agreement with Israel back in 1979, Jordan's links with Israel were in fact closer, culminating in a peace treaty in 1994. Jordan's borders were opened; trade improved. And although there were many outstanding issues to be resolved - most notably the future status of Jerusalem - Jordan felt it had a reliable partner in Mr Rabin. His death, and the subsequent election of Mr Netanyahu, created a vacuum in relations between Jordan and Israel. It is one that Mr Netanyahu's conservative Likud-led coalition seems unable to fill.

Two examples serve to illustrate the deterioration of trust. Just days before Mr Netanyahu announced his decision to expand the Jewish settlements in the West Bank last September, Mr Dore Gold, one of Mr Netanyahu's closest advisers, visited King Hussein to discuss the slow pace of the peace process. Not a word was said about the settlements. The day after Mr Gold returned to Jerusalem, the settlement decision was announced. A few weeks later, Mr Gold



The king (right) and Netanyahu. Jordan's early optimism has given way to public criticism.

returned to Amman but did not tell King Hussein of Mr Netanyahu's decision to open a tunnel east close to the Al-Aqsa Mosque in Jerusalem. The next day, the tunnel was opened, a move that sparked off violent demonstrations and fighting between Israeli and Palestinian forces.

Jordanian officials, who in the past conveyed their opinions on any sensitive issues through diplomatic channels, this time chose to criticise the Netanyahu government publicly. "The fact that Israel dismissed initially - such criticism, was, according to Jordanian officials, indicative of the way the Likud government perceived Jordan and the Arab world. "Likud is not sensitive to Arab needs or Jordan's," a Jordanian official said. "Rabin understood them."

These needs are considerable. The peace process is not only about legitimating Palestinian self-rule, or the establishment of a civil society and administration in the West Bank and Gaza, or the development of a new security architecture in the Middle East; for the Jordanians, it is the tool that will help resolve a complex range of issues.

These issues include the fate of Palestinian refugees in Jordan, the kingdom's status in relation to the Holy sites in Jerusalem and its relations with the West Bank. And since 70 per cent of Jordan's population is Palestinian, Amman can ill-afford to have unstable relations with either the Palestinians in the West Bank, who are far from united in their policies towards Jordan, or Israel.

Yet the way the Netanyahu government has conducted foreign policy with Jordan and the Arab states has, ironically, galvanised

the Arab world against Likud. And, regardless of the gap between rhetoric and substance, it has brought it closer to Mr Arafat, the president of the Palestinian Authority who, over the years, has had a difficult relationship with his Arab kin.

Last month, King Hussein made a visit to the West Bank town of Jericho - his first since 1987 - as a show of solidarity to the fledgling Palestinian state and as a demonstration of his anger

with Mr Netanyahu. Since that visit, it has been left up to Mr Ezer Weizman, the president of Israel who himself has been outspoken about the Netanyahu government and the dangerously slow pace of the peace process, to try to mend fences with Amman. But for Jordanian officials, bringing relations between Israel and Jordan back on an even keel depends precisely on the peace negotiations yielding results. The omens, so far, are not good.

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■ **Banking:** by Alexandra Capelle

Firm line on tough policy

Fiscal tightening and consolidation of its sector dominate Central Bank thinking

Jordan's Central Bank continues to be committed to its tight monetary policy, aimed at keeping the lid on inflation. Officially estimated at 2 to 7 per cent, increasing domestic savings and protecting the Jordanian dinar against "dollarisation".

While the strategy seems to have been successful, bankers say all-time high interest rates have affected investment and growth.

A senior Central Bank official concedes that economic growth has been affected but says that lack of demand for the dinar means there is no alternative to maintaining the policy.

The CBJ is determined to strengthen faith in the dinar after the crisis of 1989, which led to a 45 per cent devaluation of the currency - a memory still painfully present for most Jordanians.

Despite leading rates of around 13 - 16 per cent and deposit rates hovering

around 9 per cent, some 40 per cent of bank deposits - or about \$3bn - are still held in foreign currency.

Although growth in dollar deposits is not as strong as in recent years, hitting only 3.8 per cent in the first eight months of 1996, compared with the same period last year, growth in dinar deposits - 2.4 per cent - remains lower in comparison.

A 5 per cent margin between US dollar and dinar deposit rates is designed to discourage dollarisation.

"Our policies are supposed to be a guarantee to the investor and credibility is increasing," says the Central Bank governor, Mr Ziyad Fariz. "But if they want to keep their dollars, let them pay the price."

At the same time, the CBJ is still struggling to build sufficient foreign reserves to comply with International Monetary Fund requirements.

Whereas cash reserves this year (\$550m to \$600m) are worth two months of merchandise imports and are close to the 1996 IMF target, in the long-run Jordan needs to raise them to levels worth three months of merchandise imports (\$900m).

The CBJ monetary policy does appear to have succeeded in controlling credit expansion - without regulatory limits since 1993 - through its interest rate policy.

It projects that credit granted by banks should this year be significantly lower than in 1995. In the first nine months of 1996 bank lending increased JD287m compared with an increase of JD457m for the whole of last year.

High rates of 9.5 per cent offered by the CBJ on certificates of deposits have dried up large amounts of Jordan's cash liquidity. "A lot of banks are seriously short of dinars, which has pushed up rates for months," a foreign banker says.

Mainly responsible for a rise in total net profits in the banking sector from JD100m in 1994 to JD122m last year were the larger commercial banks, such as Arab Bank and Housing Bank, which saw profit increases of JD10m and JD4.5m respectively.

In contrast, smaller investment banks generally stated flat profits or losses.

Last year's chief objective for the Central Bank was the consolidation of the fragmented banking sector - made up of 21 foreign and

commercial banks with more than 400 branches.

To encourage mergers, minimum capital requirements were raised from JD5m to JD20m. The new minimum was supposed to be effective from the end of this year, but in view of difficulties emerging for many banks, an extension until mid-1997 has been granted to those already holding capital of JD15m and more.

Three of the smaller banks look unable to raise capital to JD15m by the end of this year and could consequently face penalties from the Central Bank. To avoid such a scenario, Philadelphia Investment Bank is currently looking for a partner. Similarly, Amman Investment Bank might soon agree to a takeover by Arab Bank.

So far, only one merger has materialised. The union of Jordan National Bank and the Business Bank has created Jordan's third largest bank. With capital of JD22m, the new concern, which will operate under the name of the Jordan National Bank, will rank only behind Arab Bank (JD44m) and Housing Bank (JD26m).

The Central Bank is also keen to develop private capi-

tal markets by combining the still separated commercial and investment banking into comprehensive institutions.

Specialised credit institutions, such as Industrial Development Bank and Housing Bank, are to be integrated into the commercial banking sector. This should make them less dependent on external financing and subsidies.

In the longer term, another problem facing the CBJ, says Mr Fariz, is the possibility of a separate Palestinian currency. The subsequent pressure of the redemption process is expected to increase speculation against the Jordanian dinar - the Palestinian West Bank currently holds an estimated \$1.2bn in deposits, of which 42 per cent are in dinars - nearly a third of overall dinar circulation.

As a defence against dinar redemption, a \$300m fund has been established by the CBJ. But, according to one banker, "economically, politically and practically the Palestinian currency does not pose an immediate threat as it will need some time to gain credibility and become an alternative to the Jordanian dinar."

■ **Tourism:** by Alexandra Capelle

Few reservations about the future

Despite recent falls in bookings, international hoteliers remain confident

Lord Byron's pilgrim Childe Harold longed for the desert in order to forget the human race.

Today, he might find even the desert over crowded.

The contemporary traveller has difficulties in grasping the appeal places such as Petra had to last century's visitors, who found the rock-carved city remote, exotic and mysterious.

Jordan's sites still capture the imagination, but much of their mystery is now destroyed by loud tourist groups. In Petra, pedestrian and horse "traffic jams" block the narrow, channel-like entrance called the Siq.

Despite government measures restricting daily visitors to 2,500 and high entrance fees, Jordan's main tourist attraction has been somewhat overrun in recent years.

Jordan's tourists have more than doubled in the past five years, following the end of the second Gulf War and the beginnings of the peace process.

There were a record 1.1m visitors last year and, after a long lull, the government and private investors are rushing to get their share of the profitable tourism cake.

In 1995-1996 some 45 new hotels with 8200 beds and a total capital investment of JD183m were approved by the government, adding to the current number of 156 hotels in the country.

The tourism sector, the country's third largest foreign currency earner after expatriate remittances and mineral exports, contributes an estimated 10 per cent to gross domestic product and brought in revenue of \$700m last year. It was expected to top the \$1bn mark this year.

But much depends on regional stability. Israel's bombardments of Lebanon in April, Jordan's bread riots in August, instability in neighbouring Iraq and the latest flare-up of Israeli-Palestinian violence last month have all affected tourism.

According to hotel managers and tour operators the sector has suffered an estimated 40,000 hotel booking cancellations and a decrease of 40 per cent in tours in the last few months.

"Until March, we were doing very well and we expected 1996 to bring higher occupancy because of peace results," says Mr Chawki Ayoub, manager of the Inter Continental in Amman. "Usually October and November are very good months, but we have already had 125 cancellations."



Rare tranquility: on peak days, visitors to Petra can number 4,000

At an industry conference last month, the minister of tourism, Mr Saleh Irshaidat, said: "Tourism in Jordan has been declining in the past six months and there are no signs pointing to improvement for the rest of the year, largely due to political developments in the Middle East."

Royal Jordanian, the country's national carrier, has seen 26,000 seat cancellations for the September 1996 to May 1997 period. According to Dr Majdi Sabri, RJ's vice president for commercial affairs, the number of passengers from the US has plummeted by 50 per cent since the election of the hardline Likud government in Israel last May.

Not scared away as easily, however, are investors in the exploding number of hotel developments. Most of them expect political tensions to fade in the next two years and anticipate a peaceful, open region at some stage in the future, creating opportunities for cross-border regional tours from Syria down to Egypt.

"There is a good reason for people going into the hotel business in Jordan," says Mr Ayoub. "Once people can circulate freely there is great potential."

The construction of new hotels poses a big challenge to the government in terms of infrastructure development. Electricity, waterpipes and phonelines have not yet found their way to areas such as the Dead Sea or the south beaches of Aqaba.

Mr Irshaidat gives the example of Petra, where the

government has been unable to keep up with the pace of construction, and new hotels have been asked to provide their own water treatment plants. Inadequate support and complicated rules on acquiring land in new development areas such as Aqaba have fuelled criticism of the government in the private sector. Investors also complain about the lack of an aggressive promotion strategy to lure both tourists and investors. Nevertheless, projects such as the JD26m construction of a new 5 Star Deluxe Four Seasons hotel in Amman, to be completed in 1999, are going ahead.

The risk of the kingdom becoming "overhotelled" is generally played down. According to a feasibility study undertaken by the management consultants Arthur Andersen International for the Four Seasons project, the doubling of 5 Star Deluxe hotel rooms in Amman by the year 2000 should stimulate overall demand, leading to increased differentiation between the budget sectors and the premium end of the market.

Provided the country's economic liberalisation process goes ahead and, more importantly, the peace process does not deteriorate any further, most investors can remain optimistic about the potential of Jordan's tourism sector to become the country's leading industry.

And optimism prevails. As Dr Sabri puts it: "As long as you have faith on earth, people will come and visit the Holy Land."

■ **The Stock Exchange:** by Alexandra Capelle

Sure but silent revolution

The reforms needed to attract foreign capital are being made - albeit quietly

The Amman Financial Market - Jordan's stock exchange - is having another disappointing year, crushing investors' hopes that last year's Middle East Economic Summit in Jordan would fuel an equity investment boom.

Late implementation of reforms and new regulations, continued regional instability, record-high interest rates and shaken market confidence have put tremendous pressure on prices throughout the last nine months. However, the clouds could be lifting. The kingdom is increasing its determination to speed up market liberalisation following International Monetary Fund adjustment guidelines and a radical restructuring of the stock market is part of the package.

The Amman Financial Market has been missing out on foreign capital flows into the Middle East, with a forecast of a mere \$25m in total annual foreign flows this year, compared with an estimated \$70m for Egypt.

The AFM general index fell from 159.2 at the close of 1995 to a three-year low of

188.8 in July 1996 and is currently hovering around the 166 mark. Annual turnover fell further from JD498m in 1994 to JD419m last year, with turnover for the last 10 months at JD170m, a drop of 52 per cent compared with the same period last year.

Record-high interest rates of up to 16 per cent have been holding the stock market hostage, squeezing liquidity as investors spurn shares for bank deposits, treasury bills and real estate. A significant rise in corporate profits, expected to increase by 28 per cent in 1996 according to the AFM, is mainly due to rising profits in construction, industry and mining, which are doing significantly better than other sectors.

A low free float of shares makes much needed foreign investments difficult, with attractive listed companies such as Arab Bank - responsible for a third of market capitalisation - having already reached the foreign ownership ceiling of 50 per cent. Other big success stories, such as Housing Bank, Arab Potash Company and Jordanian Phosphate Mines Company, have minimal free-float capacities left.

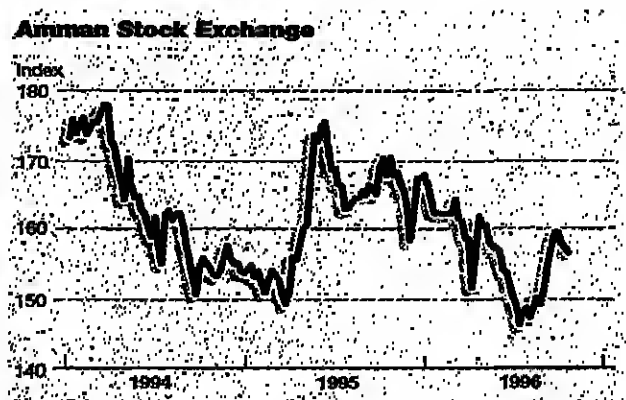
"It means that foreigners are very restricted in terms of what they can buy," says Mr Angus Blair, head of Middle East and North Africa Markets at ING Barings,

currently at 14.2, down from 16.5 last year, analysts say that corporate earnings are still lower and the market more expensive than many other competing emerging markets.

Critical to any growth will be a much faster implementation of reforms to liberalise investment rules.

"People on the ground see a lot of movement but the foreign investor's attention is diverted to neighbouring countries," says Mr Omani Masri, managing director of Atlas Investment Group. "A sort of silent revolution is taking place in Jordan in terms of the reforms - they are finally happening."

Mr Masri forecasts that it will take a good three to six months before foreign investors recognise the changes.



Mergers and faster privatisation - which would help increase capital flows, give a greater choice of available stocks and allow for bigger investments - are high up on the lists of foreign investors' demands.

Five leading privatisations - among them the Telecommunications Company and the Jordan Electric Authority - are in the process of implementation this year. Currently, the government is inviting bids from foreign cement companies for a key holding in its Jordan Cement Factories Company.

But this year's figures show as yet little investment response to the government's efforts. Although Jordanian stocks are cheaper this year than last, with the average price/earnings ratio

currently at 14.2, down from 16.5 last year, analysts say that corporate earnings are still lower and the market more expensive than many other competing emerging markets.

Critical to any growth will be a much faster implementation of reforms to liberalise investment rules.

"People on the ground see a lot of movement but the foreign investor's attention is diverted to neighbouring countries," says Mr Omani Masri, managing director of Atlas Investment Group. "A sort of silent revolution is taking place in Jordan in terms of the reforms - they are finally happening."

Mr Masri forecasts that it will take a good three to six months before foreign investors recognise the changes.

■ **Natural resources:** by Alexandra Capelle

Support for 'backbone' of the economy

Joint ventures should guarantee the continued strength of the minerals industry

Jordan's minerals industry, the backbone of its economy, is set for steady expansion as new joint ventures, more added-value from downstream production and increased foreign interest develop it further.

Jordan's most important minerals - phosphates and potash - are largely responsible for the significant rise in the country's merchandise exports from \$1bn in 1993 to \$1.77bn in 1995 and for an estimated sectoral earnings growth of 44 per cent this year.

The two main forces of the industry - the Jordan Phosphate Mines Company (JPMC) and the Arab Potash Company (APC) - are trying hard to capitalise on expanding world demand. The two companies are involved in seven downstream projects as well as their own plant expansion programmes, which should raise combined annual upstream capacity to 12.1m tonnes by the end of the millennium.

JPMC is the world's second largest exporter of rock phosphates (after Morocco) with 4.2m tonnes. It expects a total revenue of \$300m to \$350m in 1996, compared

with \$323m last year. The company is not producing at its full 7m tonnes capacity but, according to JPMC's managing director, Mr Sameh Madani, growing interest for Jordan's environment-friendly phosphates from Western Europe could change that, with potential new annual orders of up to 1.5m tonnes.

Earnings this year were boosted by a higher quantity of sales and the rock phosphate price increase in 1995. However, despite continuously strong demand for the raw material, the company's strategy over the last years has been to strengthen its position by concentrating on downstream activity.

"Due to the marketing situation, we realised that we couldn't continue as sellers of rock phosphates only, otherwise we would be vulnerable to any changes in the world market so we decided to go for diversification or downstream," Mr Madani says.

The company, which set up its own fertiliser complex in Aqaba in 1982, hopes to ensure steady growth by three downstream joint ventures.

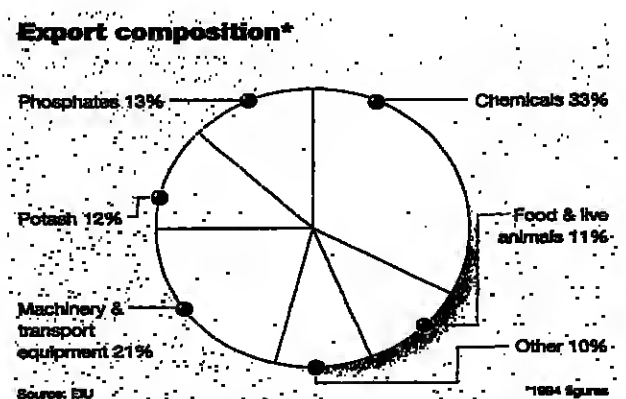
In December this year, construction for a 220,000 tonnes phosphoric acid plant will be completed by the Indo-Jordan Chemicals Company. The \$170m project will export exclusively to India.

A similar project is expected to start production at the Nippon-Jordan Fertiliser Company by mid-1997. The \$80m compound fertiliser plant based near JPMC's Aqaba plant will reserve its 300,000 tonnes mixed fertiliser production for the Japanese consortium, which owns 60 per cent of the venture.

Not yet finalised is a joint venture project with Norsk Hydro of Norway, which intends to hold a majority stake in a 440,000-tonne phosphoric acid plant at Shidiyah and a fertiliser plant at Aqaba. Investment costs are estimated to be \$400m.

Like JPMC, APC is finding new strength. It increased its net profits to \$60m last year and raised output, sales and export earnings to record levels. In the first half of 1996, the company's revenue rose by 10 per cent and net profits by 14 per cent compared with the same period in 1995.

The positive results are because of an 18 per cent rise in sales prices and a 10 per cent increase in sales volume, boosted in particular by fast growing Asian demand. Jordan is the



world's sixth biggest potash producer, with the Asian market representing over 75 per cent of APC's total sales.

APC, like JPMC a listed pan-Arab company with majority stakes owned by Jordan, has reached its current capacity maximum of 1.8m tonnes. Even though prices and sales are up, the end of 1996 should see the same results in net profits as last year because of the higher cost of fuel, electricity and labour.

Apart from completing its second expansion stage, which will raise production capacity to more than 2.1m tonnes by 1999 in a \$160m investment, APC is busy preparing to build an industrial potash plant with a 100,000 tonnes-per-year capacity. Contracts for the \$9m plant were earlier this year awarded to Mannesmann and Messer of Germany. Production of the industrial and pharmaceutical exports should be up and running by late 1997.

APC and JPMC, as part of the public shareholding company, Jordico, are furthermore involved in four joint venture operations. Starting production this

month is the Industrial and Table Salt project, worth \$25m, with an annual capacity of 1.2m tonnes of industrial salt and 32,000 tonnes of table and water-softening salt.

The other three projects are a \$90m Magnesium Oxide project producing an estimated 60,000 tonnes per year by early 1997; a potassium sulphate and di calcium phosphate project in Aqaba with a capacity of 75,000 tonnes and estimated cost of \$80m; a bromine and derivatives project in a 50:50 joint venture with Israel.

Details of the last project are still confidential, but it was decided that the 100m plant will be on the Jordanian side of the Dead Sea.

By contrast, projects in the oil and gas sector remain much more difficult to get off the ground.

Negotiations on a proposed \$2.5bn oil refinery in Aqaba were suspended last month, according to the Ministry of Energy and Mineral Resources, as the Corporate Holdings of America (CHA) consortium, one of three interested parties and the first pre-qualified for the project, failed to fulfil obligations specified in a letter of intent last June. The plant, supposed to be built on a build-operate-transfer (BOT) basis, would have brought Jordan \$200m in annual royalties.

Another large project is a joint venture liquefied natural gas deal involving an Israeli consortium, Near East Energy of Jordan and Enron Corporation of the US, which has rights to exploit Qatari gas reserves.

The \$300m project remains extremely tentative, however, largely because of geo-political sensitivities.

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MANAGEMENT

TECHNOLOGY

The snag about management books, from the author's point of view, is that there are so many of the damned things around. To stand out on the bookshelves you need a snappy title and an accessible theme. Perhaps most of all, the publisher needs to convey a sense of threat to the passer-by which can be dispelled only by buying the book.

On these criteria alone, *The Witch Doctors* deserves success. Its pitch is deftly laid out in the subtitle: "What the management gurus are saying, why it matters and how to make sense of it."

Management theorists, the pre-ambles tell us, are today's version of Shelley's poetic "unacknowledged legislators". Not only do they lay down the law, but they have the power to mess around with our lives. Only through studying their methods can we deflect their sinister force.

The reality of the book is a little different. John Micklethwait and Adrian Wooldridge have indeed studied the gurus, and tedious work they must have found it. But as experienced journalists - both from *The Economist* - they know better than to recreate the experience for their readers. Nor, indeed, do they insist on their thesis beyond the opening pages. The growing power of gurus and consultants, they concede, is mainly a response to events. The real culprit is change and uncertainty in the wider world.

Thus, only a few chapters are devoted to the gurus themselves. At the outset come the heavyweights: Peter Drucker, described as the one management theorist who is required reading for every educated person; and Tom Peters, whom the authors regard as *Dinky* but interesting.

Towards the end comes a chapter on the lightweights, among whom it is good to see Edward De Bono and the Tofflers, along with smaller fry such as Laurie Beth Jones, author of the inebriatedly titled *Jesus CEO*. In between, *The Witch Doctors* is - well - another book on management.

As such, it is not bad at all. In their review of management theory, the authors start with an observation of Drucker's: that at the heart of the modern corporation lie the twin principles of uncertainty and knowledge.

Uncertainty, in this view, is the central problem: the fact that in changing times no corporate structure or business theory will hold good for long. Knowledge, on the other hand, is the answer, since the only lasting asset in uncertain times is intellectual capital.



Tony Jackson on *The Witch Doctors*, an attempt to make sense of the changing fashions in gurus

Hocus focus

Running parallel to this is a second theme: that management theory consists of an uneasy equilibrium between two conflicting schools, the hard and the soft. The first is Taylorism, which says production is a master plan for use by idiots. The second might be termed Toyotaism, which says efficiency comes from liberating the minds of the workers.

Because of this, the authors argue, management theorists keep sending out conflicting messages. Companies are told to be "flexible" - that is, sack people - and to win their employees' trust. They are urged to focus on quality, and also on speed. They must have a vision, and they must be ready to change direction at a moment's notice.

On balance, the authors are softies. They have little time for re-engineering, one of the most reviled management innovations in recent years, describing it as an attempt "to adapt Taylorism to the age of the computer".

Besides, they say, re-engineering concentrates on how a company produces, not what it can be a prescription for making the wrong things perfectly.

More generally, the authors come across as mild sceptics;

which, given their reading habits, is probably the key to sanity. Talk of upheavals in work practices, for instance, is largely dismissed. "The most horrifying thing about the 'future of work' may be just how similar it will be."

Globalisation, at least in the old-fashioned sense, is shrugged off as a myth. It is simply not true, they say, that the same products can be sold anywhere. As for making them anywhere, tell that to the film studios which try to emulate Hollywood.

On the stakeholder/shareholder debate, they point out - justly - that it has been somewhat overtaken by events. It is no longer true that the Japanese or German models of corporate control perform better. When it comes to creating high-tech industries, nasty old shareholder America is miles ahead. Conversely, looking at the grosser examples of boardroom opulence in America, it may be that shareholder power has not been taken far enough.

Most of this represents the authors' own view of life, as opposed to that of the gurus. But there is one chapter in which the opening thesis is forcefully re-addressed. This examines the

malign influence of management theory on the public sector, in the US and UK in particular. It is easy to see why public servants, on both left and right, should embrace the gurus. Public service has fallen in general esteem, and stealing management's clothes is an attempt to win it back. Besides, managers are supposed to be cost-cutters, and there is never enough in public-sector budgets to go round.

But as the book points out, customers and citizens are different things. We may be customers of state-run railways and gas companies; but not when we pay taxes or are conscripted into the army. Besides, the public sector is by its nature slow-moving. It therefore risks being landed with the exploded five-year-old theories of the private sector.

Indeed, five years is a long time in management. There is nothing deader than an old guru's view of the future. But that, doubtless, is all part of the authors' plan: five years on, look for *Witch Doctors: The Next Generation*.

The Witch Doctors is available from FT Bookshop by ringing +44 181 964 1251 or fax credit card details to +44 181 964 1254 (post and packing £1.50 in Europe)

Motorists get a breath of fresh air

Frances Barthorpe on the manufacturers' response to increasing demand for air conditioning in cars

Motorists dread getting caught in a traffic jam with the sun beating down and no means of keeping cool. In such situations it is not only tempers that rise. As cars sit idling on the tarmac, the levels of exhaust fumes, and hence pollution, go up, leaving motorists with the choice of winding the window down and breathing in pollution, or sweating with the window shut.

With temperatures predicted to rise by between 1°C and 3.5°C during the 21st century, things are unlikely to improve. No wonder demand for air conditioning in cars is increasing.

A recent survey by DRI/McGraw-Hill for Ford revealed nearly that a third of all UK respondents would consider air conditioning when choosing their next vehicle. The figure for German respondents was nearer 60 per cent.

By the end of the century, it is predicted, nearly half of new cars being produced each year in Europe - or about 7.1m cars - will have air conditioning, compared with just 3.16m in 1994.

Since automotive air conditioning was first introduced in North America 56 years ago, design and development costs of the components have come down considerably. Mass production combined with the development of more compact, cheaper units for the smaller-capacity engines in European cars allowing air conditioning to be fitted in a much greater range of cars.

The heart of an air conditioning system is the compressor. Ford uses a "variable scroll" type which, it says, combines excellent noise, vibration and harshness characteristics with durability. According to Ford it also minimises the effects of air conditioning on fuel economy, and eliminates the clutch surge often experienced in small cars.

Koen Devitz, responsible for marketing at Delphi Harrison Thermal Systems, says the main developments in the future will be on the compressor side. "The target will be smaller cars, like the Astra and the VW Golf. So the compressors will need to be more compact, providing better fuel economy, and ease of operation," says Devitz.

Canadian-based REG Technology is developing an automotive air conditioning compressor based on its patented Rand Cam rotary engine design. The new positive displacement compressor is half the size of the units now used and provides up to 20 per cent more cooling capacity.

Another area of development will be more sophisticated filters, cutting out dust, pollen and other particulates to improve the quality of the interior air. But better sensors are needed to achieve this.

In July this year Warwick University was selected to co-ordinate an Ecnim Europe-wide project, designing high-technology sensors to help monitor both the level of air pollution generated by vehicles and the air quality in the driver's cabin.

Julian Gardner from the university's engineering department will lead the project, which includes Fiat VDO, the German car sensor component company, and universities in Germany, Sweden and Switzerland.

Warwick will be developing a version of its "electronic nose" - sensors comprising conducting polymers and semiconducting oxides. The ultra-low power sensors will be

capable of using the normal car power supply. Fiat expects to have the prototype sensors installed in 1m cars by the end of the decade.

According to Devitz, "multi-zoning" will also be appearing in top-of-the-range cars within the next 10 years. "This will enable one side of the car to be kept at a temperature of, say, 22°C and the other side at 25°C," says Devitz.

Two other developments are likely. The first is in the area of automatic temperature control. Today 40 per cent of factory-fitted air conditioning systems use manually adjusted thermostatic controls. But over the next few years ATC is expected to become more widely available.

The second development is likely to be in alternative refrigerants. Two years ago, because of environmental concerns over the use of chlorofluorocarbons (CFCs), the R12 refrigerant used in air conditioning systems was replaced by the more expensive CFC-free R134A. Although less harmful than R12 it has also been proposed that this should be banned by 2030. So the search is on for other alternatives.

In July, US-based Technical Chemical Company launched its alternative to R12, Johnson's Freeze 12. "It requires no expensive vehicle conversion and is much lighter and less costly than R12," says Larry Easterlin, TCC's vice-president of sales and marketing.

In the UK, Normair-Garrett announced recently that it had devised the world's first air conditioning system for trains using air-cycle refrigerant technology. This uses air as a refrigerant instead of chemical refrigerants.

A number of studies have been carried out on the feasibility of applying similar technology in the automotive industry.

Frances Barthorpe writes for Professional Engineering

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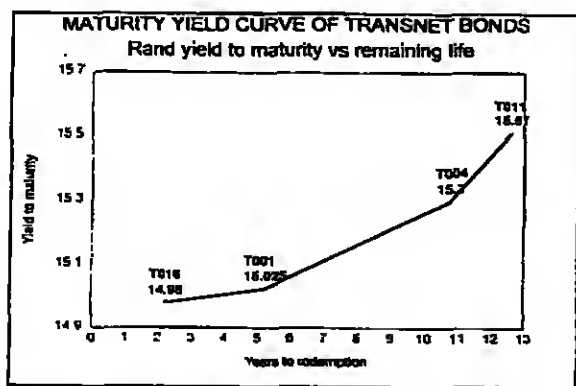
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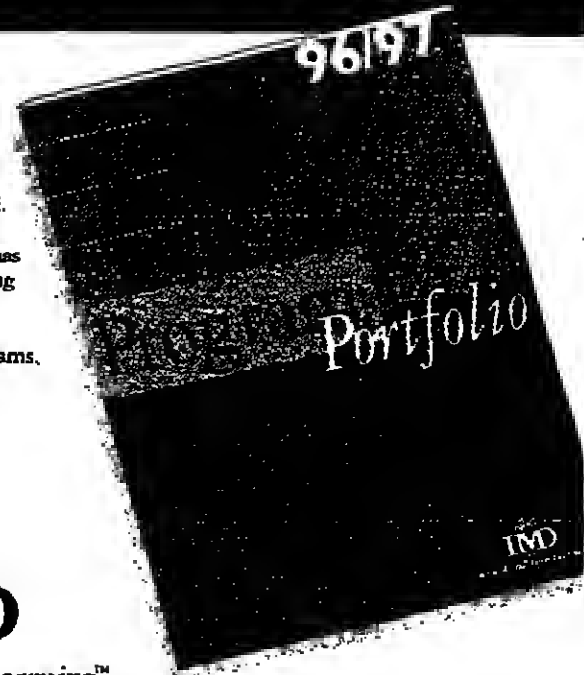
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ARTS

Sponsorship/Antony Thorncroft

The need to keep good company

These are tense days for the UK's arts sponsorship industry. Unless some last minute lobbying bears fruit, the Budget on November 26 is likely to include among its smallest print another £500,000 cut in the government's contribution to the Pairing Scheme, which has proved such a great stimulant in persuading business to sponsor the arts.

Last year the grant was cut by £500,000, to £5m with a similar reduction earmarked for 1997-98. For the Association for Business Sponsorship of the Arts, which administers the scheme, such a reduction would be disastrous. Director Colin Tweedy is contemplating closing down a regional office, probably Wales, if the funds are cut.

However, Tweedy is hopeful that the success of the scheme will cause a last minute change of heart by Virginia Bottomley, the heritage secretary.

In its 11 years it has encouraged business to give £97m to the arts, and last year's re-jigging of the guidelines, designed to persuade companies to commit for longer and to stress access to the arts, has revitalised the operation.

This year's four sponsors - Toshiba at the ICA; Visa with the London Film Festival; RJR Mines with the National Coal Mining Museum; and Mastercard with National Music Day - all attracted the new, increased, £75,000 top up, thanks to their own commitment of £150,000, or more, to the cause. If the grant is cut the substantial £75,000 incentive will probably be reduced.

To date, arts sponsorship in

the UK has held up well, despite the pressure on companies from arts organisations to help them with the partnership funds needed to secure Lottery money. When the sponsorship total for 1995-96 is announced shortly it could even show a slight rise on the record £82m of the previous year.

Companies are obviously reluctant to bow to the government's wishes and assume the role of major partnership funder of Lottery projects.

As the changes in the Pairing Scheme acknowledged, the problem with sponsors is that they are inclined to be short-termist. On average they will support an

arts company for three years at most and then become bored; the novelty, and the newsworthiness, palls.

It does not have to be this way. A long term commitment can bring great rewards, most obviously to the arts organisation but also to the sponsor who gains in pride and prestige. This is certainly the case with Midland Bank, which has just celebrated 25 years supporting the Proms at the Royal Opera House with eight cut-price performances of Wagner's *The Ring*, ending tomorrow night, and with Shell, which is embarking on its 21st year of backing the Shell-LSO Music Scholarship. This is the most important

prize for budding young professional musicians in the UK (the BBC Young Musician, sponsored by Lloyds, seeks to uncover soloists) and most of the winners now lead orchestral sections: five are prominent in the LSO itself. The 1997 competition is seeking a woodwind player and 350 under 21s will get the chance of working with LSO professionals even if only one takes the scholarship.

The programme costs Shell £130,000, and to celebrate the anniversary it is once again sponsoring the LSO's only UK tour, from December 2, with concerts under new principal conductor Sir Colin Davis in Manchester, Newcastle, Glasgow and

Aberdeen. The tour will cost Shell £200,000. Next year there will be two additional concerts to promote previous past scholarship winners, which will add another £150,000. Fortunately, Shell seems eternally wedded to the scholarship, which has attracted 5,000 young musicians since 1976.

Over the last week young people have been able to make up their minds about Covent Garden's newish *Ring* for £15 against the £132 price of a ticket for a good front seat - thanks to the Midlands Proms. Over the 25 years of the sponsorship, the Midlands has pumped £3.5m into the Opera House Proms, creating the audience of the future.

Research suggests that 37 per cent of those attending have never visited the ROH before and just over a half are under 30.

Arts companies should never despair: there are always new companies discovering the attractions of sponsorship, or extending their commitments.

Selfridges has got involved for the first time, pledging £50,000 towards the Serpentine Gallery over the next three years, while planning initiatives in other arts sectors. As is so often the case, the arrival of a new managing director, Vittorio Radice from community conscious Habitat, sealed the deal.

In return for backing shows at the Serpentine, including the recent Richard Wilson exhibition, and the first when the Serpentine re-opens late next year after its facelift, he wants to bring more art into the store. The Serpentine will advise on this, and on window displays.

Theatre/David Benedict

'Buried Treasure'

"It's a pity the flames didn't claim you. Still, there's always hell."

Turning down a church may not appear on the official list of the Seven Deadly Sins but as far as Robert, the local vicar is concerned, it probably weighs in at Number 8. In David Ashton's whimsical *Buried Treasure*, the people of a remote Scottish seaside town have narrow views and long memories and when long-lost son and former arsonist, Frank McCole, returns, they aren't about to forgive and forget.

Not that he appears to give a toss. In addition to riling the townsfolk and Linda, his former lover, by his mere presence, he's intent on taking up where he left off, running a disco in the local dance-hall.

The promise of Saturday night shenanigans isn't exactly manna from heaven to the outraged townsfolk, nor their vicar, particularly since, off-duty, he's Linda's husband. In the midst of this collision between past and present, Frank remains undeterred. Like Charlie in Chris Hanman's excellent *Shining Souls* at the Traverse earlier this year, he's looking for his soul.

Passions may be running high, but Ashton pursues his goal beneath a light, comic surface. The play feels more like a short story, the predominantly comic mood effortlessly suggested through oblique, picturesque characterisation. The tone is well set up in the slightly drifting first half with Collette O'Neill in fine fettle as the feisty, marvellously suggestive Sadie, an elderly woman who has set up home in

Frank's abandoned hall, dispensing succour and sharp retorts as the fancy takes her. Problems set in with the second half as events take over and the plotting begins to run ahead of the writing.

The disco turns into a disaster and revelations come thick and fast. We're unprepared for the sudden pitch into melodrama as lust and sins of the father are laid bare and loose ends are tied up in a rush of activity. Ashton abandons his sardonic tone and opts instead for full-throated confrontation. Robert loses his rag and, in an ecstasy of loathing, reveals what really happened the night Frank set the church on fire. But Frank's immediate understanding of his recaptured memories and their implication is too swift and simplistic.

Robin Lefevre's Bush Theatre production boasts neat performances. Alexander Morton lends feckless Frank a shabby but oddly touching quality and Jennifer Black copes well as the underwritten Linda, a woman forced to make the best of a bad job but stung into life by the reappearance of her childhood sweetheart. Standing on the pier of Tanya McCullin's atmospheric set, they reminisce about illicit activities a room away from an ever-present father. "Thank God he loved his Mantovani records." Even they cannot redeem the final scene of romantic hope against adversity but at its best the play, however slight, shows Ashton unafraid to raid with appealing and unmistakable warmth.

Lyric Studio, Hammersmith until November 16 (0181-741 2311).



Collette O'Neill, Alexander Morton and Anthony J O'Donnell in 'Buried Treasure'

Concerts/Andrew Clark

Orchestral contrasts

One of the rewards of living in London is the chance to compare, week after week, the qualities and playing styles of all the foreign orchestras who seem to queue up to play here.

Such an opportunity arose on consecutive evenings this week. The two orchestras were the Danish National Radio Symphony and the Czech Philharmonic - neither a huge box-office draw on their own, but each with a tradition of championing their countrymen's music on British soil. The attraction, therefore, was not so much the Beethoven concertos which lay at the heart of each programme - fascinating as these performances were, with highly esteemed and idiosyncratic soloists - but the music of their own national schools.

And no national school has been better preserved than the Czechs'. Notwithstanding the long-running problems which have left it without a chief conductor in its centenary year, the Czech Philharmonic sounded in excellent shape on Tuesday night at the Royal Festival Hall, its performances of Dvořák's Seventh Symphony and Janáček's *Taras Bulba* had all the qualities that make a Czech orchestra playing Czech music such a pleasure.

It is not just the unmistakably Bohemian character of each section, the dancing violins, the warmth of the lower strings, the euphonious glow of the horns, the idiomatic songfulness of the woodwinds; what distinguishes this orchestra is the way all these qualities find their context in a harmonious whole.

This was particularly true of the Dvořák, which opened the programme. There was nothing obtrusive in any of the detail, and yet each phrase and paragraph yielded a defining characteristic: the lyrical finery with which flutes and strings announced the opening movement's second theme, the unmanly voicing of instrumental parts in the *Poco adagio*, the sense of proportion in the scherzo, the cheeky little ritarandos in the finale, giving a spring to the phrasing which only a native of Prague could get away with. That none of this appeared to have been superimposed by the conductor is a tribute to Libor Pešek and his understanding of the orchestra's (and the music's) innate qualities.

Apart from some charmless phrasing at the start of the slow movement, Pešek's reading had

ideal warmth and symphonic thrust, and his Janáček was hugely imposing, with its complex rhythms and tempo changes. *Taras Bulba* is hard to pull off: this performance combined seamlessness, sparseness and majesty. The encore was Oskar Nedbal's *Valse triste*, a Bohemian *bonbon* which Pešek treated with Beechamesque flair.

At the Barbican the previous evening, the Danish National Radio Symphony Orchestra did not have the benefit of a Danish conductor - nor, judging by its performances of symphonies by Bent Sørensen (b.1958) and Nielsen, does it have a distinctive personality. Its music director, Ulf Schirmer, unfolded Sørensen's *Symphony* with German efficiency and brought a calculated logic to the second movement fugues of Nielsen's Fifth. But the playing was no more than competent.

This is a sad indictment of an orchestra which did so much to establish Nielsen's name in this country before the CD age (through its pioneering performance of the Fifth Symphony at the 1950 Edinburgh Festival and a Nielsen cycle in London in the late 1960s). At Monday's concert, the Fifth sounded depressingly matter-of-fact. Schirmer ironed out all sense of mystery from the first movement - noisy air-conditioning didn't help - and turned the great crescendo into a parody of expressionist battle music. Nor was there much joyous impulse in the second movement.

The DNRSO can take credit for bringing a work by a living composer, but Sørensen's 22-minute *Symphony* turned out to be neither Scandinavian nor properly symphonic. After a few pages of Siberian desolation, it emerged as a medley of styles, filtered through an interminable wash of glissandos. The Danes accompanied Joshua Bell in a gorgeous-sounding account of the Beethoven Violin Concerto - so gorgeous, in fact, that the music lost all momentum under the weight of Bell's poetic self-absorption. The Czechs provided solid support for Mikhail Pletnev in the First Piano Concerto: no rhetoric, no showmanship, but insouciant control, crystalline evenness and a personal stamp on every phrase.

The Czech Philharmonic's second Festival Hall concert, organised by the Royal Philharmonic Society, is tomorrow.

Linehan brings hope and joy to 'Happy Days'

In Samuel Beckett's *Happy Days*, drama is stripped to its sheerest essence. We observe the gradual extinction of a body; of a mind; of language.

We also observe the remnants of a marriage, a marriage in which we hardly know which counts for more: the impenetrable and separate solitudes of woman and man, or their mutual dependence. Do they need each other, or to be quit of each other? Are they happy to live, or do they long for death?

The play shows contradictory and ambiguous impulses. Bleak though this is, *Happy Days* is life-enhancing; and, by the way, deeply funny.

There is no play of the twentieth

eth century. I find more marvelous. During the 1990s, I have seen it in three different productions; I love it more each time; and this production - directed by Karel Reisz, featuring Basileon Linehan as Willie reaching the Alameda Theatre last night from Dublin's Gate Theatre (it was also shown in New York in August) - is the best I have seen. It makes the play seem brighter and larger than ever.

Winnie, middle-aged, is buried, in Part One, up to her waist in scorched earth, under a burning sun; in Part Two, up to her neck. Willie, who seldom appears, turns out to be older and bald. The aging nippie, wed to the aged pants? Certainly the way the play shows that the sex-

ual instinct is among the last to vanish (in Willie) is among its most marvelous jokes. Bells pierce the air now and then; and we know that, on one level, Willie and Winnie are ending their days in some kind of institution.

But Willie seldom gives voice; whereas Winnie talks, talks, talks. His hearing is failing; so is his ability to communicate; so is his memory; and she knows the day approaches when words fall too. "Why then just close the eyes - and wait for the day to come - and the happy day to come when flesh melts at so many degrees and the night of the moon has so many hundred hours." And it is in her great monologues that the human spirit becomes most luminous.

Much of the time we know she is merely looking on the bright side ("That is what I find so marvellous") where there is none; but not always.

For her very resurgence is brightness enough, and so too is her preparedness for death. Yet Beckett also injects the play - how much I have never understood until this production - with moments of bitterness, doubt, alarm, and scorn. When Willie makes his final appearance, crawling up the mound towards her, she is dismissive, shocked, tender, curious. "Is it me you're after - or is it something else?" Beside her, indeed, is a revolver.

There is much more plot to this play, though buried deep, than I

had realised before Reisz's tremendous production.

Tim Hatley, designing, has turned Willie's scorched mound into an earthy promontory; the result is thrilling. And Linehan, even though one may question individual decisions about line-readings, carries the evening.

A superb account of a supreme play. Comedy and pathos, existential grandeur and satiric pettiness, hope and despair, pour from her in a steady stream, perfectly phrased.

Alastair Macaulay

Almeida Theatre, London N1, until November 9 (0171-359 4404).

INTERNATIONAL ARTS GUIDE

AMSTERDAM

CONCERT
Concertgebouw Tel: 31-20-6718345
● Nederlands Philharmonisch Orkest; with conductor Hartmut Haenchen and pianist Markus Groh perform works by R. Strauss and F. Schumann; 8.15pm; Nov 3, 4, 5

EXHIBITION
Stedelijk Museum Tel: 31-20-5732911
● Mouton Rothschild: exhibition featuring "cases" of Château Mouton Rothschild, with designs by Braque, Moore, Alechinsky, Miró, Chagall, Picasso, Warhol, Kiefer, Baselitz and Bacon; from Nov 2 to Dec 8

OPERA
Het Muziektheater Tel: 31-20-5518117
● L'Orfeo; by Monteverdi. Conducted by Stephen Stubbs, performed by the Tragicomedie & Concerto Palatino and the Vocal Ensemble. Soloists include John

BARCELONA

EXHIBITION
Museu Nacional d'Art de Catalunya Tel: 34-3-4237199
● The Splendour of Baroque Painting: exhibition featuring 56 works from the museum's collection, allowing the public to follow the evolution of the different styles of the 16th, 17th and 18th centuries, from Mannerism to Rococo. Artists represented include Tintoretto, El Greco, Rubens, Tiepolo, Fragonard, Filiberto, Ribera, Velázquez, Zurbarán and Vlodomat; to Nov 15

BASEL

ART & ANTIQUE FAIR
Messe Basel Tel: 41-61-6862020
● TEFAF Basel 96: 125 dealers from 12 countries are represented at the second edition of this international art and antique fair which features paintings, drawings, prints, books and other art objects from the classical antiquity to the present; to Nov 3

BERLIN

CONCERT
Konzerthaus Tel: 49-30-203090
● Rundfunk-Sinfonieorchester Berlin; with conductor Lawrence Foster and pianist Elena Escobidrowa perform works by Haydn, Bartók and Enescu; 8pm; Nov 3

OPERA

Deutsche Oper Berlin Tel: 49-30-3438401
● Beatrice di Tenda; by Bellini. Conducted by Marcello Viotti, performed by the Deutsche Oper Berlin. Soloists include Vladimir Chernov, Lucia Aliberti and Octavio Arevalo; 8.30pm; Nov 3

BILBAO

EXHIBITION
Museo de Bellas Artes Tel: 34-4-4419550
● Anglada Camarasa. Sus ambientes: exhibition featuring 450 works by Anglada Camarasa, the majority of which come from the artist's collection; to Nov 3

BRUSSELS

EXHIBITION
Musée d'Art Moderne Tel: 32-2-5083211
● Het Legaat Irène Scutenaire-Hamoir. Van Magritte tot Magritte: exhibition of the entire collection of the late Irène Hamoir-Scutenaire. The collection, which was bequeathed to the museum in 1994, features 292 works by Surrealist artists such as Magritte, Messers, Eerns, Gravelot, Simon and Magritte. The latter artist is represented by 107 works, including 23 paintings; to Dec 22

COLOGNE

CONCERT
Kölner Philharmonie Tel: 49-221-2040820
● Orchestra of St John's Smith Square; with conductor John Lubbock and pianist André Watts

perform works by Prokofiev, Beethoven, Mendelssohn and Haydn; 8pm; Nov 4

DUBLIN

EXHIBITION
National Gallery of Ireland Tel: 353-1-6615133
● William J. Leech (1881-1968), an Irish painter abroad: a retrospective exhibition of works by William J. Leech. It brings together over 100 works and explores the artist's drawings, watercolours and paintings, the majority of which are in private hands and little known; to Dec 15

LONDON

CONCERT
Barbican Hall Tel: 44-171-6384141
● Koninklijk Concertgebouw Orkest; with conductor John Eliot Gardiner and mezzo-soprano Anne Sofie von Otter perform works by Weber, Berlioz and Schubert; 3.30pm; Nov 3

Royal Festival Hall Tel: 44-171-6904242
● Philharmonia Orchestra; with conductor Leonard Sletkin, mezzo-soprano Catherine Wyn-Rogers, tenor Justin Lavender, bass Anthony Michaels-Moore and the Philharmonia Chorus perform Elgar's *The Dream of Gerontius*; 7.30pm; Nov 3

DANCE
Peacock Theatre Tel: 44-171-314-8800
● Perfumes de Tango: this show choreographed by Miguel Angel

Zotto and Milena Plebs and performed by the tango company Tango por Dos opens the newly refurbished Peacock Theatre (formerly the Royal Theatre), Sadler's Wells' temporary home; 8pm, Sat also 3pm; to Nov 2

OPERA
London Coliseum Tel: 44-171-8380111
● Figlietto; by Verdi. Conducted by Noel Davies, performed by the English National Opera. Soloists include Peter Sidhom, Janice Watson and Jean Rigby; 7.30pm; Nov 2, 5

Royal Opera House - Covent Garden Tel: 44-171-2129234
● Götterdämmerung; by Wagner. Conducted by Bernard Haitink and performed by the Royal Opera. Soloists include Vivian Tiersy, Ann Murray and Gillian Webster; 4pm; Nov 2

MUNICH

OPERA
Nationaltheater Tel: 49-89-21851920
● Der fliegende Holländer; by Wagner. Conducted by Peter Schneider, performed by the Bayerische Staatsoper. Soloists include Luana DeVol, Marita Knobel, Jaakko Ryhänen and Peter Strale; 7.30pm; Nov 3

NEW YORK

CONCERT
Alice Tully Hall Tel: 1-212-875-5050
● American Symphony Orchestra; with conductor Leon Botstein, pianist Stephen

Montague and the Yale Glee Club perform works by Ives, Ruggles and Cowell; 8pm; Nov 2

OPERA
Metropolitan Opera House Tel: 1-212-362-8000
● La Traviata; by Verdi. Conducted by Maurizio Barbacini, performed by the Metropolitan Opera. Soloists include Arta, Giordani and Frontali; 7.30pm; Nov 2, 5 (8pm)

PARIS

CONCERT
Théâtre des Champs-Élysées Tel: 33-1-49 52 50 50
● Acls and Galatas; by Handel. Concert performance, conducted by William Christie and performed by Les Arts Florissants. Soloists include Sophie Daneman, Paul Agnew and Alan Ewing; 7.30pm; Nov 5

VIENNA

CONCERT
Konzerthaus Tel: 43-1-7121211
● David Alberman and Rolf Hind; the violinist and pianist perform works by Reich, Dun, Scelsi and Hosokawa. Part of the festival Wien Modern; 7.30pm; Nov 3

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European Money Wheel
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Financial Times Business Tonight

Philip Stephens

Victory for vision

For all his failings, Bill Clinton offers US voters a better alternative to the atomised society of the new right

When Bill Clinton raises his glass next week, the first toast will be to Newt Gingrich: the second to Alan Greenspan. Never mind that they are Republicans. That is the secret of Mr Clinton's success. The president takes help from wherever it comes. From this, many have concluded his impending re-election hardly matters. They are mistaken.

Mr Clinton will be the first Democrat to win two consecutive terms since Franklin Roosevelt took a long lease on the White House in 1933. So what, the cynics say. His politics are not radically different from those of Bob Dole. The story of how Mr Clinton has ditched conservative policies to reinvent his presidency has been written a thousand times.

This version of events is both true and misleading. Hard though it may be to celebrate his personal success, Mr Clinton's victory will count. His enemies are not alone in their doubts about the president's character and the ethics of his administration. He is as flawed as he is engaging. But it is an error to underestimate the voters' repudiation of the Republican alternative. This time Mr Clinton has come out on top in the battle of ideas.

In an era of economic insecurity and social fracture, moderation has triumphed over extremism, morality over the moral majority. The electorate is suspicious of the state. But on balance it has concluded that the centrifugal forces in American society demand a counterweight. Big government no, but enabling government yes.

Mr Dole has played a walk-on part in Mr Clinton's victory. His fumbling campaign, his ties to the tobacco industry (who else still doubts nicotine is addictive?) and his U-turns on tax and affirmative action have exploded the

myth that the former Senate leader was the last best man in Washington. His choice of Jack Kemp as running mate was an ill-judged reminder of the price the nation has paid in increasing budget deficits for Ronald Reagan's tax cuts. The voters have signalled they will not fall for the same trick twice.

But the real losers have been the Republican revolutionaries who swept the Congress in 1994. Mr Gingrich was their messiah. Remember Newt? A year or so ago, the speaker of the House of Representatives promised to remake the political landscape. An ardent marketeer, his high priest of market economics and moral authoritarianism told us in spite of his refusal to back that state's assault on the weak. His ambitious plans for healthcare reform fell victim to the (erroneous) charge that it would nationalise medicine. But he has kept faith with the analysts that America needs to widen access to healthcare.

What really counts, though, is that Mr Clinton has won the argument for affirmative government. The alternative is an atomised society. In his favourite phrase, the task of politicians is to give people tools to make the most of their lives. Government can serve the people. It may seem obvious, but this will now become the leitmotif for parties of the centre-left across the industrialised world.

For his second achievement, Mr Clinton's debt is to Mr Greenspan, the septuagenarian chairman of the Federal Reserve. The voters have been prepared to listen to the president, to ignore his flaws because of the performance of the economy. His administration has seen four years of uninterrupted growth, subdued inflation, the creation of more than 10m new jobs and the lowest budget deficit for

more than a decade. The president had luck on his side. He entered the White House at just the right moment in the economic cycle. But he also had Mr Greenspan. It was the Fed chairman who persuaded Mr Clinton that the economic reward of a lower budget deficit would outweigh the political cost of tax increases for the middle classes. The president's shrewd faith in Mr Greenspan has been rewarded with an interest rate policy skilfully calibrated to sustain rising output.

Mr Clinton's success has wider significance. It defies the reflex that says that the centre-left is irredeemably irresponsible when it comes to economic management. In tackling the deficit, a Democrat president has made a start on clearing up a mess left by Republicans. And he has reaped the rewards. Britain's Tony Blair might take note.

None of this provides guarantees for the next four years. History tells us that US presidents are usually less effective in their second terms. Mr Clinton has yet to provide an honest explanation of the ethical lapses of his administration. The pressures here are likely to get stronger rather than weaker. He has identified the big challenges facing America, but he has come up with some pretty small answers. A \$600 per child tax credit, tougher gun control, and more rigorous standards in schools are worthwhile ambitions. They are hardly a substitute for the boldness and risk-taking which stood behind Roosevelt's greatness.

It is here we come to the central paradox behind the Clinton presidency. He is not an uplifting nor a particularly honest politician. But he is a powerful shield against the truly selfish society. The battles he has won are far more important than the man.

The president had luck on his side. He entered the White House at just the right moment in the economic cycle. But he also had Mr Greenspan

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LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-673 5938 (please set fax to 'fine'), e-mail: letters@ft.com. Published letters are also available on the FT web site, http://www.ft.com. Translation may be available for letters written in the main international languages.

Trade pact is committed to liberalisation

From Mr Rubens Antonio Barbosa

Sir, I read with interest your editorial entitled "Trade blocs" (October 24), as well as the articles related to Mercosul that have appeared in your newspaper this week.

As Brazil is currently holding the pro tempore presidency of Mercosul, I feel it would be appropriate to point out that the editorial was too hasty in accepting the conclusions of an unofficial internal study written by a World Bank economist. This study contains inaccurate information and statistics dating from 1994, which apparently question Mercosul's real benefits for its member countries and external trading partners and seems to imply a danger to trade liberalisation, not taking into account that the customs union came into being only in January 1995 following a transition period.

It is puzzling to speak of economic inefficiencies within Mercosul when exports of a wide range of highly competitive goods from Brazil and partners have restricted access to developed areas where trade barriers are raised in order to protect inefficient industries.

It is altogether incorrect to suggest the existence of high

tariffs or barriers to commerce with non-member countries when the average Mercosul common external tariff has been substantially reduced in the past five years and is currently at 11.1 per cent, equal to Chile's.

It is also difficult to accept trade diversion as a significant result of Mercosul when trade with non-member countries has grown 163 per cent in the past five years. This can only demonstrate Mercosul's commitment to trade liberalisation and the tremendous benefits reaped by all our partners around the world.

In the discussion of trade and regionalism, the real

issue is liberalisation of trade. Mercosul is a success story in open regionalism. Brazil and our partners in Mercosul participate actively in the Committee of Regional Trade Agreements of the World Trade Organisation. What should be expected is the compliance of all regional trade agreements (including, not least, the EU and North American Free Trade Agreement) to the principles and disciplines of multilateral trade.

Rubens Antonio Barbosa, ambassador, Brazilian Embassy, 32 Green Street, London W1Y 4AT, UK

Right price for Heathrow slots

From Mr Gideon Nellen

Sir, Mr Richard Botwood, the director-general of the Chartered Institute of Transport (Letters, October 30), urges the regulators to consider ways in which Heathrow's limited number of slots can be used for Heathrow's advantage.

Surely the question the government should be asking is how can Heathrow's limited number of slots be used for the advantage of Heathrow and the country

as a whole while causing the least environmental damage to London.

If this were the test, then the government would impose an environmental cap on the number of slots available at Heathrow at no more than 5 per cent above the present figure and ensure that slots or landing charges were priced at market clearing levels. In this way Heathrow's pre-eminence in Europe would be secured, London's quality of

life would be rescued from further deterioration caused by Heathrow and the nation (rather than the airlines and BAA) would benefit from the huge additional revenue a market pricing regime would generate - estimated recently by The Economist at £500m (£815m) per annum.

Gideon Nellen, Nellen & Co, solicitors, 19 Aldemarle Street, London W1X 3EA, UK

Lithuania attractive place to invest

From Prof Val Samonis

Sir, Matthew Kaminski's "Lithuania's old heroes look for new glory" (October 18) correctly assesses the current situation in that country but leaves something to be desired in understanding the past and future Lithuanian policies.

While there were some populist streaks in some Lithuanian non-communist parties' pre-election rhetoric (how else can you win election in the sovietised society?), the record of Lithuanian conservatives and other non-communists speaks for itself. Extending the pre-war tradition of independence of fiscal responsibility, Lithuania recorded budget surpluses in 1991-1992 which by then were almost extinct elsewhere. Also, it carried out a speedy and radical Czech-style, voucher-based

privatisation and property restitution.

True, Lithuania was slower to introduce the litas, the permanent national currency, partly due to the misguided influence of the International Monetary Fund, which argued for the retention of the ruble zone as the optimal currency area. The new government is not planning to devalue the litas; it talks rather about sustaining the exchange rate.

The currency board introduced by the Lithuanian ex-communists is somewhat of an inflation-sustaining institution under the conditions of productivity differentials in a dual (foreign versus domestic sector) post-Soviet economy, as it tries to enhance its exports. A theoretical case for this assertion is now supported, for example, by the comparative

inflation performance of Estonia and Lithuania on one hand and Latvia on the other.

Therefore, an orderly return to responsible monetary policies under the classical central bank institution, planned by the new government, will not only help inflation-fighting. It will also help Lithuanians acquire macroeconomic policy skills which in turn will speed up reforms.

In sum, the non-communist victory will only make Lithuania more attractive as a place in which to invest.

Val Samonis, professor of east-west business and transition economics, University of Toronto, Suite 14535, 130 St. George Street, Toronto, Canada M5S 1A5

The living is not made any easier

From Mrs Lyn Glanz

Sir, Richard Donkin shows considerable naivety in asking "Now that we have a Channel tunnel is it really so different living in Brussels as opposed to Edinburgh?" (Recruitment, October 26). Greater accessibility to and from continental Europe has little to do with the daily costs of expatriate life.

Such costs include vastly increased telephone and travel bills and paying a premium for goods and services due to a lack of local knowledge and language. These, however, can be dwarfed by hidden costs arising from, for instance, the reduced availability of spouse employment and additional costs for the care for elderly relatives left at home.

Experienced expatriates know the costs of moving abroad cannot be measured in simple financial terms and that each posting will pose differing challenges which are not necessarily affected by proximity to their home country.

Living overseas can significantly alter attitudes. I suggest Richard Donkin's views might be different had he been writing his article as an expatriate in Brussels.

Lyn Glanz, C.N.A. Looslaan 40, 1305 BR Rotterdam, The Netherlands

Europa • Paul De Grauwe

The sorrow of Belgium

Complacent and unaccountable, the state faces a crisis of public confidence

Belgium has traditionally lacked an image. Countries such as the Netherlands, Switzerland, Denmark, France and Germany evoke pictures that are easily recognised by outsiders. Not so with Belgium, where bourgeois virtues have stood in the way of strong images.

This is changing quickly. Belgium is gaining a reputation for corrupt politicians and the incompetence of its judiciary.

When it emerged in the summer that several girls had been kidnapped and some murdered, some magistrates refused to start an investigation; others left for prolonged holidays. Crucial information that could have led to the arrest of the perpetrators was not used or was kept secret from other investigating agencies.

The murderer, who had been convicted of child abuse, had been freed in 1992 after only three years in jail and immediately resumed his macabre activities. Last month, a popular magistrate who uncovered the paedophile ring was taken off the case by the supreme court, increasing suspicions of a cover-up.

All these horror stories have accumulated over the past few weeks, leading to massive protests which culminated in a march through Brussels by more than 300,000 citizens.

The popular protest has spread beyond the case of the missing and murdered children to become an expression of general discontent about Belgian state institutions. The perception

has grown that corruption, incompetence and ineptitude are the organising principles of the political system, the administration and the judiciary. The Belgian state is seen as failing to provide essential public services such as law and order and protection for its citizens.

How could this happen in the most bourgeois country in Europe? The answer can be summarised thus: complacency and lack of accountability.

Mr Jean-Luc Dehaene, the prime minister, exemplifies Belgian complacency. For years he has told journalists he will not attempt to solve problems that cannot be proved to exist. The judiciary was one of these "non-problems".

This attitude also explains why Belgium's government debt is the highest in the European Union. For years, the problem was ignored. One minister once declared that, since the debt had come about automatically, it would disappear automatically. No need to worry.

Just as complacency explains the inaction of successive governments, so lack of accountability explains the disastrous failings of the judiciary. The separation of

powers between the judiciary, the executive and the legislative is a great idea. After the absolutism of medieval kings and popes, it certainly helped make justice fairer.

It has, however, also made it possible to develop a judicial system that is completely unaccountable. Unchecked by outside control, judges spend more time fighting each other than administering justice. Any mention of supervision is howled down as an infringement of the sacred principle of the separation of powers.

But pressure to reform the judiciary has been mounting after the recent disclosures of its incompetence. High on the list of proposed reforms are plans to reduce the excessive political influence in the appointment and the promotion of judges. This is certainly overdue.

It will not suffice, however. If the bills introduced in parliament are passed, judges will have to pass an exam in order to be hired or promoted. But if, in the name of the separation of powers, these judges continue to be unaccountable, little will have been achieved. A procedure must be developed to evaluate

their performance in administering justice.

The challenge is to develop procedures that make the judiciary accountable to the public without infringing on its independence. This may sound impossible; yet it can be done, as the experience of Belgium's university professors makes clear.

Professors used to hide behind the principle of academic freedom to reject any outside control on the quantity and the quality of their services. This is changing slowly. A Belgian newspaper now publishes yearly rankings of economics professors based on their publications and citations.

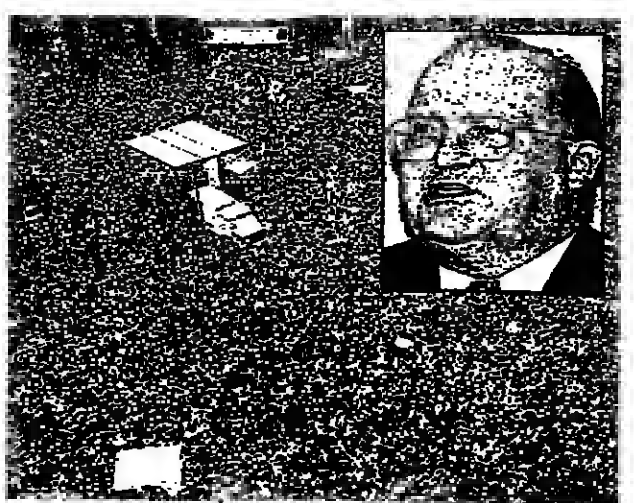
The teaching performance of professors is routinely evaluated using surveys of students' satisfaction. What was thought to be impossible turns out to be quite feasible, and is changing the university landscape.

Something similar should be done for the judiciary. Why not survey the satisfaction (or dissatisfaction) of the citizens who use the system? One could certainly ask the "consumers" questions about the speed with which trials were conducted and about the responsiveness of the judges to arguments.

In addition, it should be possible to subject the quality of court rulings to outside expert control. Rankings could be established to give the public some idea of the quality of different courts of justice.

Other methods (and probably better ones) can be devised. They are essential to restore a semblance of efficiency and fairness to the Belgian judicial system, so that the country can return to its bappy state of having no recognisable image in the outside world.

The author is professor of economics at the University of Leuven and MP for the Liberal party in the Belgian parliament



Street protest: the government of Jean-Luc Dehaene (inset) has been under attack over the complacency of the state

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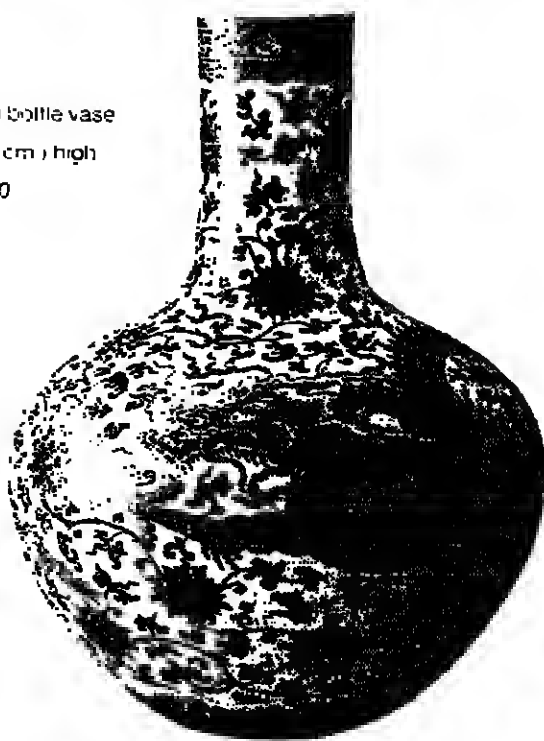
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COMMENT & ANALYSIS

FINANCIAL TIMES

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Friday November 1 1996

A Japanese arrangement

Mr Ryutaro Hashimoto, Japan's outgoing prime minister, appears to have done enough deals to bring his Liberal Democratic party back to power as a minority government, even if he fails to win more backing from independent members of parliament. But the 10-point plan he agreed yesterday with his former coalition partners to ensure their tacit support - falls well short of being the sort of reform platform that many were hoping for.

Shark pool

A new generation of high-pressure sales representatives, using cold calls, is persuading gullible European investors to put their money into currency trading schemes and shares of dubious value. Many of the perpetrators learned their craft in some of the infamous operations of the 1980s. Since then, cold callers have cleverly exploited new technologies to evade the police and financial regulators.

Software power

It is a cliché of the media business that content is king. Rarely has this been more evident than in the agreement earlier this week to encrypt the contents of the new generation of mass-market digital video discs (DVDs). Copyright owners - the Hollywood studios and record companies - refused to allow DVDs to carry their products in pre-recorded form unless they were protected against piracy.

The power behind the throne



Moscow's Group of Seven

Chrystia Freeland, John Thornhill and Andrew Gowers on the business leaders shaping Russia's future

Every January, an extraordinary collection of politicians and senior business leaders from around the world descends on the Swiss resort of Davos to sit, eat, drink and make deals. Even by its own standards, however, this year's World Economic Forum was the backdrop for a bargain of unusual significance. Behind the scenes and without the knowledge of other participants, a small group of top Russian businessmen formed an alliance that would reshape their country's future.



Boris Yeltsin

Now, together with the president's daughter, Ms Dyachenko, Mr Chubais serves as the businessmen's conduit to the sick leader. "She is the most effective channel to inform the president," said Mr Berezovsky. "Before the elections, business realised that if business is not consolidated - if we are not strong and decisive - we will not have a chance," he said. "It is not possible to have this [market] transformation automatically. We need to use all our power to realise this transformation."

OBSERVER

My word is my bondage

All over France can be heard the sound of hurrings in attic - the hum is getting underway for long-forgotten pre-revolution Russian bonds. The interest is due to Apep, the French association of Russian bondholders. The bonds are aesthetically pleasing but almost entirely worthless.

Hard driving

Tan Sri Yahaya Ahmad, chairman of Malaysian car manufacturers Proton and new boss of UK export car specialist Lotus, is a man in a hurry. "One of that dynamic breed of have-it-all entrepreneurs, he's just 30 and looks no more than 20. The son of a Malaysian forestry department official, he studied automotive engineering in the UK and in the past year has spent his time promoting Malaysia's emerging business community."

Two to tango

The glacial movement of Anglo-Argentine relations inches a millimetre forward on Sunday, with the arrival in the UK of General Martín Balza, chief of the general staff of the Argentine army. He's travelling to Britain for the highest-level meeting between the two countries' top brass since the 1982 war over the Falkland Islands in the South Atlantic.

Dollars and sense

Farewell, frying pan, hello fire. Serge Robert, the French banker who has just been named governor of Bosnia's new central bank, might well consider adopting that as his personal motto. Robert has the delicate task of implementing the financial side of the Dayton peace agreement aimed at re-unifying the country's two halves, under which the bank should assume sufficient foreign reserves to support a common currency.

Financial Times 50 years ago

Nationalisation in France: Newspaper reports in Paris substantiate recent rumours of operational losses suffered by the principal enterprises nationalised during the last 12 months. The position of the National Coal Mines Corporation, which operates all French coal mines, appears especially unfavourable, its monthly deficit being estimated at Frs.900,000,000. A communiqué of the Ministry of Industrial Production admits that disbursements in the third quarter of 1946 exceeded income by some Frs.4 milliards of which Frs.2 milliards represented the cost of State holidays and capital re-equipment. Suggested remedies are an increase in the retail price of coal by approximately 22 per cent or restoration of the Government subsidy.

LEGAL DEFINITIONS
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FINANCIAL TIMES

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FIRST CITY
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Swissair threatens to ditch stake in airline

Sabena crisis averted as unions agree to cuts

By Ernie Tucker in Brussels and William Hall in Zurich

A fresh financial crisis at Sabena was averted yesterday as trade unions agreed a cost-cutting programme after Swissair threatened to walk away from its SFr260m (\$207m) investment in the Belgian national airline.

Mr Paul Reutlinger, the Swissair-appointed president of Sabena, indicated that if unions continued to disrupt operations, the Swiss company might write off its investment in the company and even relinquish its 49.5 per cent stake.

He said that if Swissair did not get the hoped-for return on its stake in Sabena, the management would decide not to invest any more and "pull out of the company".

The threat receded after an announcement that Sabena's management had reached agreement with unions on a draft contract to cut SFr20m (\$600m) off wage costs. In

return, management will come up with another SFr2.7bn of savings by increasing efficiency between now and 1998.

Swissair's shares fluctuated wildly in response to the day's developments before closing only SFr1 weaker at SFr95.4. Sabena's "Horizon 1998" plan was drawn up by Mr Reutlinger as a way of saving Sabena without alienating the unions. His predecessor, Mr Pierre Godtfroid, resigned after unilaterally suspending all collective job agreements - a move which led to extensive disruption by ground and pilot staff.

Yesterday, unions representing Sabena workers agreed to the terms of the plan, but pilots staged a strike that delayed some flights. They wanted to signal their disapproval of the agreement but said they did not envisage any more action in the near future.

The savings would be reached through a combination of a two-year wage freeze, job cuts, changes to working

conditions, increased flexibility and internal transfers.

Swissair's fortunes are closely tied to the success of its investment in Sabena which it bought in May 1986. Sabena is supposed to provide it with a base within the soon-to-be-liberalised European Union airline market.

But the investment has failed to live up to expectations and is proving a challenge for Swissair's highly regarded new management team headed by Mr Philippe Bruggisser. Swissair's shares have fallen 27 per cent from a peak of SFr134.5 this year.

Analysts believe it would be very hard for Swissair to walk away from its investment, in spite of its threats, because of its own heavy financial exposure. In addition to taking a stake, the Swiss carrier has provided another SFr160m in a loan to a consortium of Belgian investors in Sabena.

World stocks, Page 34

Tutsis tighten hold on eastern Zaire

By Michela Wrong in Nairobi

Tutsi fighters are on the verge of seizing a swathe of eastern Zaire, putting them in a position to dictate terms to the Zairean authorities.

The country's undisciplined and anarchic army seemed to be heading for a humiliating defeat yesterday as Tutsi fighters advanced on Goma, the capital of north Kivu. Zaire's president, Mr Mobutu Sese Sese, is absent, undergoing treatment for prostate cancer in Switzerland.

The Tutsis were reported to be in control of Goma airport, a key access point for army reinforcements from Kinshasa and the centre of relief operations for more than 1m refugees.

The presence in the area of the Hutu refugees, who fled the 1994 genocide in Rwanda, is deeply resented by the Tutsi regimes in both Rwanda and Burundi, which have been under frequent attack from extremists in their ranks.

To the south, Tutsi Banyamulenge guerrillas took several reporters on a 60-mile tour of the area between Lake Kivu and Lake Tanganyika, demonstrating that a stretch of land from the towns of Uvira to Kananga was now in rebel hands.

Mr Laurent Kabila, of the Alliance Democratic Forces for the Liberation of Congo-Zaire - the name adopted by the Banyamulenge guerrillas - told a Reuters reporter his men had captured Bukavu, capital of south Kivu, and were mopping up resistance by militiamen and former Rwandan soldiers.

Analysts suspect the Tutsi fighters in north Kivu may be members of Rwanda's army. If this were proved, it would lend weight to the theory that a proxy war is being fought in the region between the Rwandan and Zairean armies.

Rwanda continues to deny being behind the fighting, describing it as an internal Zairean problem and refusing to take part in ceasefire talks.

As mortars and artillery fire targeted the outskirts of Goma yesterday, 115,000 Hutu refugees from the camp of Kahindo, 40 miles north of Goma, were heading south.

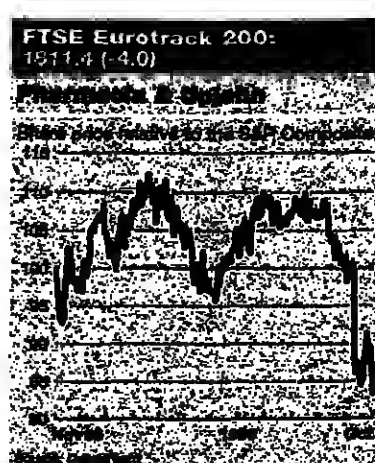
Aid workers said they were aiming for Mugunga, where 400,000 Hutus make up what has been described as "the biggest refugee camp in the world".

Relief agencies, which this week pulled their international staff out of south Kivu, were on standby to evacuate about 120 expatriate staff but said that they were reluctant to leave while their help was needed by the numbers swelling Mugunga.

THE LEX COLUMN

Curing Pharmacia

Born a stock-market star a year ago, Pharmacia & Upjohn is losing height with alarming speed. Over the past three months the drug group has seen its shares fall by a fifth, giving up much of the rise that greeted the 1995 merger of Sweden's Pharmacia with Upjohn of the US. The performance leaves a particularly bitter taste since Volvo, the original owner of the Swedish half, sold a \$2bn share stake in July.



The group's problems were evident in yesterday's poor third-quarter results, which showed underlying sales growth of only 4 per cent. Many of P&U's older medicines have lost their patents and are under pressure from cheaper generic rivals. Unfavourable exchange rates will hit this year's earnings. And with eight therapeutic categories, P&U is spreading its research and marketing effort too widely.

None of that is new however. Meanwhile, the \$60m cost-cutting programme is on track and there are fresh products on the way. Treatments for glaucoma and colorectal cancer have already been launched and a promising incontinence drug should be on sale in 1998. Shares in Rhône-Poulenc Rorer, another merged drug company, have jumped 86 per cent over the past 12 months as investors have switched their attention from cost savings to its new products. That illustrates the potential if P&U can make a similar transition. On just 14 times next year's forecast earnings, a 40 per cent discount to its US peer group, the shares are worth buying.

BASF in polyethylenes, and with Exxon in petroleum additives - suggest Shell is not asleep on the job.

The message is that such prospects have already sent the shares to dizzy heights: Exxon still looks prior, but Shell now commands higher multiples of earnings and cash flow than more or less any other oil stock. If the company delivers everything investors are hoping for, such a rating is credible. But the potential for disappointment is obvious. Shell's small-like progress in rationalising European refining is not encouraging. And although the group's cash pile is absurd, investors cannot rely on getting their hands on it - especially if Shell ever delivers the step-up in capital expenditure it has long promised. Shareholders should consider taking profits.

mature markets. At the moment, only 30 per cent of visitors to stores make purchases. And those that do have a low average spend. Initiatives to improve the design of the shops, and a significant pruning of product lines, should improve these figures. Moreover, progress in the US, where the company continues to make losses, will be assisted by the appointment of a retailer as chief executive.

On valuation grounds, the company's shares are attractive. Earnings growth should outstrip the sector over the next few years. But on a forward price/earnings multiple of 15, the shares stand at a discount of about 20 per cent to other retailers. Any re-rating, however, is likely to await news of progress in the US.

UK underwriting

It would be churlish not to welcome an initiative which helps erode the fixed commissions that characterise equity underwriting in the UK. Schroders' decision to put out to tender a portion of the sub-underwriting of the \$200m Stakis rights issue saved the company \$400,000, or 8% per cent of its underwriting costs. The exercise underlined that there is no justification for fixing commissions regardless of the risks associated with raising capital.

Large companies with strong credit ratings will doubtless welcome an initiative which promises to reduce their cost of capital. But their smaller brethren have reason to be nervous, since Schroders' initiative seems likely to reveal that the status quo means less risky offerings in effect subsidise their riskier counterparts. Smaller companies are likely to find themselves the victims of this more deregulated environment. Yesterday's initiative went off smoothly, but it had been flagged well in advance. The more testing scenario will be when there is less demand for the stock. In that case underwriters and sub-underwriters may well, rightly, demand higher commissions. Of course, Schroders' initiative is clearly an attempt to bolster the status quo and buy off the Office of Fair Trading. For instance, if the approach works for a third of the issue, it is difficult to see why it could not work for the whole. But now the genie is partly out of the bottle, there will surely be no going back.

Additional Lex comment on Stakis, Page 23

Shell

However one looks at it, Shell's third-quarter results were disappointing: when oil prices are buoyant, a 7 per cent drop in underlying earnings is conspicuously unimpressive. Part of the problem, as always with Shell, is presentational: stripping out hidden one-off oddities would make the figures look less grim. Nonetheless, the underlying reality is clear: a sparkling upstream performance is being continually dragged down by lousy returns downstream and in chemicals. To be fair, Shell is under no illusions about the problem and is doing something about it. The planned US downstream alliance with Texaco would be a big step forward. And in chemicals, some large recent joint ventures - with

Body Shop

After the rude growth of youth and the anguished introspection of adolescence, Body Shop is beginning to show signs of maturity. The tortured debates over whether to take the company private appear to have had a cathartic effect, refocusing a management which had shown signs of losing its way. Late in the day, it has remembered that it is first and foremost a retailer, even if it is also involved in manufacturing and distribution.

Yesterday's results were encouraging: earnings per share beat market forecasts, rising 29 per cent. The continued strong growth in Asia was also a timely reminder that the brand has considerable potential. Just as relevant, though, was evidence that the group is taking steps to improve profitability in its more

Anger over work rule

Continued from Page 1

ensured such measures would not be applicable in the United Kingdom.

However, last March an advocate general of the European Court of Justice made a preliminary ruling that the UK government's challenge of the legality of the directive had no foundation.

The final judgment is scheduled for November 12. In a majority of cases, the court has endorsed preliminary rulings.

Mr Major plans to campaign in the British general election, expected next May, on a platform that he will scrap the IGC unless the directive is "disapplied" in the UK.

The government will attempt to delay the directive's effect in the UK by citing the need to prepare.

But it has agreed it will not be seen to be breaking the law.

Hashimoto clears way for minority LDP government

By William Dawkins in Tokyo

Mr Ryutaro Hashimoto seems certain to be elected next week for a second term as Japanese prime minister, at the head of a one-party minority government.

Mr Hashimoto moved a step closer to forming a government yesterday when his Liberal Democratic party finalised a policy accord with its two former coalition partners.

Members of parliament will probably elect Mr Hashimoto by a narrow margin at an extraordinary session of the lower house next Thursday. The conservative LDP is likely to govern alone, with its two former partners offering parliamentary support on the issues outlined in the policy accord.

That would make the next government more coherent than the previous disparate alliance of conservative LDP plus leftwing Social Democratic party and centre-left New Heilinger party.

However, the position of a one-party LDP government would be so precarious that it would be able to pass only uncontroversial legislation. That suggests a host of pro-business proposals could be delayed, including the lifting of a ban on holding companies, the break-up of Nippon Telegraph and Telephone and cuts in corporate taxes.

Mr Hashimoto's progress on

bureaucratic reform will probably determine how long his government will be able to hang on to power.

The prospect of another weak government contributed to yesterday's 1.04 per cent decline in the Nikkei 225 average to 20,466.86. It has fallen 2.34 per cent, or 491 points, in the past two days.

Yesterday's accord commits the next administration to a 10-point plan, the main highlight of which will be proposals to streamline the number of government ministries in the five years from early 1998, when the bureaucratic reform proposals are due to be submitted to parliament.

The need to reduce the size of Japan's powerful bureaucracy was the keynote of the campaigns of all the main parties in the October 20 election. The LDP fell just short of a majority at the polls, winning 239 seats in the 500-seat lower house of parliament.

This most recent minority government, under Mr Tsutomu Hata in early 1994, lasted just two months, the shortest-lived in Japanese postwar history. Mr Hashimoto's next government is expected to last longer than that, if only because the current opposition is more fragmented and disorganised than was the LDP during its year-long stint in opposition until mid-1994.

Editorial Comment, Page 18

Malaysia

Continued from Page 1

Maybank, which will inevitably compete with the new entity. But analysts said the government, which has a substantial indirect stake in Maybank, persuaded it to sell its 75 per cent holding in Kwong Yik.

A proposed merger earlier this year between the local Pacific Bank and the Malaysian operations of Singapore's Oversea-Chinese Banking Corp has yet to be finalised.

FT WEATHER GUIDE

Europe today
 There will be rain and showers over most of the British Isles as a frontal system approaches. The rain will be particularly heavy in Scotland. The Benelux and Germany will stay rather cloudy with rain or showers over Germany. Most of France will have sunny periods although the Mediterranean coast will be sunny. The Iberian peninsula and southern Italy will have plenty of sun but patches of cloud are expected in northern Italy. The Alps will have some showers. The Balkans are expected to be sunny and dry.

Five-day forecast
 More rain and showers are expected over western Europe as a series of depression moves into the continent. Each disturbance will be accompanied by strong winds. High pressure will provide plenty of sun over most of the Mediterranean and over eastern Russia.

TODAY'S TEMPERATURES

Location	Maximum	Belling	Forecast
Abu Dhabi	sun 31	Belgrade	showers 14
Accra	showers 32	Berlin	rain 13
Algiers	sun 22	Bermuda	sun 22
Amsterdam	cloudy 13	Bogota	showers 18
Athens	fair 18	Bombay	sun 32
Atlanta	sun 27	Brussels	sun 13
B. Aires	fair 23	Budapest	fair 10
B. Ham	rain 15	Ch. Haven	showers 11
Bangkok	showers 34	Cairo	sun 25
Barcelona	sun 18	Cape Town	sun 23
Caracas	cloudy 30	Cardiff	showers 14
Cebu	sun 22	Casablanca	sun 22
Chicago	cloudy 4	Catania	rain 13
Cologne	rain 13	Dakar	sun 32
Dallas	cloudy 14	Dallas	cloudy 14
Delhi	sun 31	Dubai	sun 31
Dublin	showers 15	Dublin	showers 15
Dubrovnik	showers 17	Edinburgh	rain 14
Faro	sun 22	Frankfurt	rain 14
Geneva	cloudy 14	Glasgow	rain 13
Hankow	sun 22	Hamburg	rain 12
Helsinki	rain 8	Helsinki	rain 8
Hong Kong	fair 29	Hong Kong	fair 29
Isanbul	fair 14	Isanbul	fair 14
Jakarta	sun 32	Jakarta	sun 32
Jersey	fair 15	Jersey	fair 15
Karachi	sun 32	Karachi	sun 32
Kuala Lumpur	sun 34	Kuala Lumpur	sun 34
Kunming	sun 17	Kunming	sun 17
L. Angeles	sun 19	L. Angeles	sun 19
Las Palmas	sun 26	Las Palmas	sun 26
Lima	sun 21	Lima	sun 21
Liason	sun 20	Liason	sun 20
London	fair 16	London	fair 16
Luxembourg	cloudy 12	Luxembourg	cloudy 12
Lyon	fair 15	Lyon	fair 15
Madras	sun 24	Madras	sun 24
Madrid	sun 22	Madrid	sun 22
Manila	sun 21	Manila	sun 21
Maracaibo	sun 15	Maracaibo	sun 15
Mexico City	fair 24	Mexico City	fair 24
Miami	sun 21	Miami	sun 21
Milano	sun 18	Milano	sun 18
Moscow	sun 18	Moscow	sun 18
Mumbai	sun 24	Mumbai	sun 24
Nairobi	sun 22	Nairobi	sun 22
Nagasaki	sun 17	Nagasaki	sun 17
Nassau	fair 26	Nassau	fair 26
New York	cloudy 8	New York	cloudy 8
Nice	sun 18	Nice	sun 18
Nicosia	showers 22	Nicosia	showers 22
Oso	fair 9	Oso	fair 9
Osaka	sun 27	Osaka	sun 27
Paris	cloudy 12	Paris	cloudy 12
Perth	cloudy 27	Perth	cloudy 27
Prague	fair 11	Prague	fair 11
Rangoon	showers 23	Rangoon	showers 23
Reykjavik	sun 8	Reykjavik	sun 8
Rio	showers 28	Rio	showers 28
Rome	sun 20	Rome	sun 20
S. Francisco	sun 21	S. Francisco	sun 21
Seoul	fair 17	Seoul	fair 17
Singapore	showers 33	Singapore	showers 33
Stockholm	rain 5	Stockholm	rain 5
Strasbourg	showers 15	Strasbourg	showers 15
Sydney	fair 21	Sydney	fair 21
Taipei	sun 22	Taipei	sun 22
Tel Aviv	sun 24	Tel Aviv	sun 24
Tokyo	showers 22	Tokyo	showers 22
Toronto	fair 8	Toronto	fair 8
Vancouver	sun 12	Vancouver	sun 12
Verona	fair 14	Verona	fair 14
Vladivostok	showers 12	Vladivostok	showers 12
Warsaw	rain 8	Warsaw	rain 8
Washington	cloudy 12	Washington	cloudy 12
Wellington	cloudy 12	Wellington	cloudy 12
Winnipeg	cloudy 3	Winnipeg	cloudy 3
Zurich	showers 13	Zurich	showers 13

No other airline flies to more cities in Eastern Europe.

Lufthansa

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October 1996

RECRUITMENT

Richard Donkin meets a Brazilian who believes that freedom at work is a recipe for results

Welcome breath of laissez faire

Richard Donkin met a Brazilian who believes that freedom at work is a recipe for results. Semler, president of Semco, the Brazilian industrial products manufacturer, was visiting the UK to pass on the recipe for his own style of management. In fact it was more like an antidote to management because Semler spends very little time managing. Most of his work is spent lobbying managers among the small satellite units of not more than about 10 people which characterise a growing proportion of the company.

Some of his ideas are adopted, some are not. Successful business ideas also emerge without his contribution. One idea that led to the creation of a business providing management for outsourcing programmes contributed 50 per cent of the group profits within two years of its formation. "The concept was something I didn't understand but others did," said Semler.

His views on employment are radical. "Every company needs lazy employees," he said in a typically provocative statement. He believes that working should reflect the way people behave outside the office. Not everyone, he argues, is imbued with the same approach to work. Teams, however, can feed and prosper from a combination of styles.

Semler has no idea how many people work for the company or how much they are paid. Many of them set their own pay rates. "Why debate salary? We all want to make as much as possible," he said. Employees are provided with the information to settle their own pay - they know what the market pays, how much colleagues earn inside the company and how much money the company is making. When establishing their pay rates, says Semler, employees know that six months later a department may no longer

want to buy their work if they have priced their services too highly.

Two out of three people who work on the premises are self-employed or work on contract for another company. They can use the hardware and telephones just the same. Semler's laissez faire management seems to work. Semco has grown nine-fold in the last 10 years to become one of Brazil's leading companies in this field. His idiosyncratic formula is based, he said, on a simple premise that the most difficult thing in business is to get people interested in their work. "Everything else - quality, profit growth - will fall into place if enough people are interested in coming to work on Monday morning," he said.

Semler began his approach to the business by asking "childish questions" such as "what happens if someone is not there at certain time?" Some in his company

believed that if there were not fixed working hours people would come as late as possible and leave as early as possible. Semler believed differently. "People go to work because they are looking to do something with their life. I have never met anyone who goes to work for the money. In the same way I have never met any businessman who is in business to make money."

He refuses to be paternalistic or to set any kind of company culture. Culture, he argues, is a dynamic that is constantly changing. Employees can wear what they want at work. OK.

All the businesses work on six-month cycles when people may change jobs or be removed from their jobs if they have not performed. Each individual must justify his place in the team - even the head of the team - to his colleagues. Job rotation is encouraged.

When someone is recruited

they are given a blank card on which they can write their own title. Most do not opt for a title although one operations manager, said Semler, decided to call himself "Royal Pharaoh in charge of operations".

He rejects the suggestion that the business is anarchic. "Everybody knows what they are doing there and how they are contributing to the final result." The three cornerstones of his approach are employee participation, profit-sharing and open information systems. He said: "Participation gives people control of their work, profit-sharing gives them a reason to do it better and information tells them what's working and what isn't."

The most refreshing aspect of Semler's approach in a business world that is becoming wedded to process is that it is not prescriptive. The result, he says, is that

"we have ended up with a company that is self-propelled".

Russia beckons

The extent to which headhunting firms have been penetrating the growing central and eastern European markets for executive recruitment is apparent in a report published this week by the Economist Intelligence Unit. The report, compiled by Nancy Garrison Jann, shows that Russia has the greatest potential in the region, forecast to grow by 25 per cent in 1996.

Hungary and the Czech Republic are now considered to have mature and sophisticated search markets, jointly worth between \$10m and \$12m a year. Headhunting in Poland is worth about \$15m, with forecast growth of 20 per cent in 1996. As the chart shows, H. Neumann of Austria is the clear market-leader in the region with

nine offices earning more than \$10m in net revenue in 1995. Ward Howell, of the US, the pioneering firm in Moscow in 1993, has maintained a leading position, in second place among the revenue earners in the region. The report estimates that headhunting worldwide is now a \$5bn to \$6bn business.

just under half of which in Europe. The 20 largest international search firms had worldwide revenue of \$1.6bn in 1995, 23 per cent more than in 1994. Their combined worldwide sales are expected to double by 2000.

"Executive Search in Central and Eastern Europe, choosing and using a headhunter, Nancy Garrison Jann, is published by the Economist Intelligence Unit, 15 Regent Street, London SW1Y 4LR, tel 0171 830 1007 (or New York tel 212 554 0600), price £165/\$265.

Top 10 headhunters in eastern Europe

Leading executive search firms in central and eastern Europe by number of offices and net revenues 1995

	No of offices	Central & eastern Europe	World
H Neumann	9	9.5	39.5
Ward Howell	8	8.2	73.0
Nancy Garrison	7	8.0	226.7
Amrop	7	3.1	128.7
Agood	5	2.9	422.8
Egon Zehnder	4	2.8	148.3
Transsearch	5	2.0	...
Ward Howell	5	1.7	50.2
Ward Howell	2	1.5	161.0
Spencer Stuart	0	1.5	158.5

* \$900,000 is listed from its New York office, which has a growing Russian practice. ** Includes its Austrian base as well as assignments processed in London. Source: EIU

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- Outstanding, high achieving commercial finance professional with a distinguished business development record of asset-based financing in a blue-chip bank - probably now at Director level.
- Authoritative origination and transaction experience in building a substantial book of commercial finance assets. Well-developed analytic and credit skills with relevant languages and European experience.
- Entrepreneurial, self-motivated and imaginative team player with stature, commercial focus and objectivity. Able to represent GE Capital effectively in a broad range of transactions.

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Business Development Director

GE Capital GPSF is one of the largest providers of project and structured finance in the world. Its London office (and its satellite in Delhi) services activities in Europe, Middle East, Africa and Central Asia and it has recently made equity and debt investments in \$ multi-billion energy, infrastructure and telecoms projects within the region. It now wishes to appoint a top-flight professional to spearhead the development of opportunities across a broader product and project base. The group has a large appetite as a principal investor and access to very substantial resources.

THE ROLE

- Reporting to the Managing Director GPSF in London with the remit to identify, structure and help close major transactions.
- Develop existing and new relationships with major operators and corporations to identify opportunities for equity and senior and subordinated debt investments.
- Working with a small dedicated team to build GPSF's profile and reputation within the region. Key contributor to strategy.

THE QUALIFICATIONS

- First-class, experienced structured financier with relevant origination and transaction experience in the region. European language skills highly desirable.
- Excellent commercial and analytic skills, ideally with a broadly based exposure to telecoms and infrastructure projects. Top quality training and transaction experience whether from a developer, major investment bank or boutique.
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INVESTMENT BANKING CREDIT RISK MANAGEMENT

As one of the worlds leading and most prestigious Investment and Commercial Banks, our client has an enviable reputation for being at the forefront of product innovation and development, whilst maintaining the integrity of its highly valued credit culture. The Credit Risk Management function plays a vital role in developing credit policy and portfolio management techniques, in addition to providing an overview of the Bank's group credit process. As part of its ongoing commitment and development of this key area, the Bank now seeks to make the following appointments:

SENIOR ANALYST

Responsibilities

- Credit risk management of cash and derivative products;
- Credit risk analysis of exotic and structured transactions;
- Credit risk analysis of derivatives portfolios;
- Analysing the effects of credit provisioning on derivatives exposure.

ANALYST

Responsibilities

- Credit risk analysis of trading counterparties to include funds, fund managers, brokers, dealers and Investment Banks;
- Legal risk analysis of derivatives documentation;
- Co-ordination of credit policy for front office and credit risk management areas.

ANALYST OPERATIONS

Responsibilities

- Analysis of settlements channels for cash, securities and derivative instruments;
- Credit risk analysis of both safe settlement and electronic banking payment channels;
- Development of credit policies for settlement risk.

It is envisaged that over time these positions will develop to cover additional areas which will possibly include: the participation in the development of RAROC; evaluation of economic capital; and the analysis on a transaction/portfolio basis of emerging markets business.

Candidates will be ambitious, career orientated University graduates, preferably with a maths or science degree, who will have gained 2-3 years relevant credit risk experience within an active player in the Investment Banking marketplace. If you feel you have the necessary skills and experience to contribute to this specialist group, and wish to play an important part within this Head Office function please contact, in strictest confidence, Sean Carr or Richard Lyons.

Tel: 0171-588 3322
Fax: 0171-628 2400

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THE POSITION Working independently, you will provide back-up for the Director Economic and Fiscal Affairs in the development and support of EEMA taxation objectives as applied in an FMCG environment. This will essentially involve providing Management with expertise on import/customs duties, excise taxes and trade-related issues, developing the relevant taxation strategies, and the presentation of recommendations.

THE PERSON A holder of an economics or other business-related degree, you have some 8-10 years relevant experience, a few years of which have been spent in a similar position. In addition, you possess excellent analytical and communication skills, together with the ability to work independently and to synthesize complex issues. Fluent in English (French or a Slavic language would be an asset), you are prepared to travel.

If you feel that you match our profile and are interested in joining this dynamic team of professionals, please reply in the strictest confidence with full curriculum vitae, covering letter and details of current remuneration package, attaching a brief written description of an event or incident in relation to a specified task or process in your professional life where you feel you performed very well and the outcome was successful. Send your application to:

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- ◆ Close contact with analysts. Edit written investment research ideas for external and internal use.

◆ Input into development of written product and research marketing and distribution.

QUALIFICATIONS

- ◆ Successful editor either within leading broker or experience in financial journalism. Alternatively, an equity analyst.
- ◆ Thorough and rigorous analytical mind. Able to write in depth.
- ◆ Team player, ambitious for success.
- ◆ Commercially aware and good communicator.

Please send full cv, stating salary, ref FS610A2, to NBS, 10 Arthur Street, London EC4R 9AY

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HEAD OF DERIVATIVES & SECURITIES OPERATIONS

POOLE, DORSSET

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American Express Bank Ltd is recruiting a Head of Derivatives and Securities Operations for its regional headquarters based in Poole, Dorset. This centre provides operational support to AEB offices worldwide for business areas including treasury, securities and derivatives.

This position carries significant responsibility and reports directly to the Poole Operations Head. It is intended that this individual will play a key role in the continuing development of global support services for treasury, securities and derivatives.

Candidates will have at least 10 years experience of treasury, global derivatives and securities operations gained within International Banking. Experience should include the management of an operations team with particular emphasis on people management, training and development, and teamwork. Additionally, applicants must demonstrate a proven track record in change management and systems development, and be familiar with a control orientated environment.

The remuneration offered is highly competitive, reflecting the importance of this position within the bank, and includes generous relocation assistance.

Interested applicants should write with their cv, in confidence, to Helen Higbet, Managing Consultant, at the address below.

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DEBT ORIENTATION MANAGER - AFRICA

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Our client, a well-respected Global Bank with extensive interests in emerging markets, is seeking an outstanding individual to strengthen their coverage of the African region.

Working as a senior member of a specialist team, the successful applicant will be instrumental in building long term relationships with a range of African Sovereign, Corporate and Institutional clients. The position demands an in-depth understanding of investment banking and candidates with a post graduate qualification in either International Banking and Finance or a related discipline would be of particular interest.

Candidates should have at least five years experience of dealing in the region and possess an extensive network of senior contacts within the African financial community. A strong understanding of local business practices and regional cultures are also considered to be important attributes.

Interested candidates are invited to submit their Curriculum Vitae to Andrew Warburton, Director, MW Selection, 5 St. John's Lane, London, EC1M 4BH, or call him for a confidential discussion on Telephone: 0171 250 4710, Facsimile: 0171 251 4648.



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- Set up and manage an Options Trading Desk in a dynamic environment.
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- Develop the company's profile in OTC Options through building relationships and market making.
- Promoting OTC options products within the organisation.

The Requirements

- Proven track record with a minimum of 5 years experience in OTC Currency Options trading.
- Experience in a wide range of currencies for vanilla and exotic options.
- Ability to work in conjunction with the salespeople and offer added value on Option products.
- Experience of setting up a desk would be a distinct advantage.

Please contact James Anderson in the strictest confidence.

Michelangelo

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Your brief will be to build, develop and manage the quantitative process within our European investment team. Working closely with the rest of the team, you will take responsibility for the quantitative management of European equities and oversee its effective implementation within the investment process. At least three years' quantitative management of equities is required.

QUANTITATIVE ANALYST

You will join an established, small and successful Japanese quantitative team in order to develop further the investment screening process. Experience in equities would be an advantage but is not essential. The ability to work with the minimum of supervision and to formulate and research new ideas is essential.

For both positions we require a high level of analytical and a good degree in either mathematics, computing, economics or a science related subject.

To apply, please write with your CV to Lindsay Armstrong, Recruitment Co-ordinator, Rade Recruitment Communications Ltd, 195 Euston Road, London NW1 2BN. Applications should be received by Wednesday, November 13th and all replies will be acknowledged.

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Fixed Interest UK Business Manager

Mercury Asset Management Group plc has grown steadily over the past 40 years to become Britain's leading investment house, with over £80 billion under management.

As part of the strong growth of the Fixed Interest Division, reflected by a £19 billion increase in funds under management over the last eleven years, the need has arisen to recruit a UK Business Manager.

Reporting to the team leader, this position will primarily involve all internal and external business aspects of running the UK Fixed Interest team within the Fixed Interest Division.

Specific responsibilities will include:

- Strengthening client relationships within the team by understanding and addressing client needs and issues of concern.
- Working with fund managers and marketing specialists to ensure that the team's value proposition is fully and accurately communicated.

The successful candidate must have substantial experience and understanding of Fixed Interest financial markets. It is likely that she/he will have had some exposure to fund management and a minimum of five years financial market experience.

Essential attributes:

- First class influencing and interpersonal skills, with the ability to communicate effectively at a senior level.
- Strong academic background, an MBA would be preferred, and the ability to work within a team framework.

The basic salary package, bonus and benefits offered will be extremely competitive and commensurate with experience.

Interested candidates should write to George Corbett at BBM Selection quoting Ref: 412 and enclose a full CV that includes contact telephone numbers. All applications will be treated in the strictest confidence.

76, Watling Street,
London
EC4M 9BJ



Tel: 0171-248 3653
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E-mail: 412@bbm.co.uk

Investment Banking in Emerging Markets

Highly Attractive Salary + Bonus

We represent a rapidly expanding international London based bank with an established presence in Western and Emerging Markets.

Due to its continued success, the organisation is looking to expand its Investment Banking team with the appointment of a Senior Market professional. Suitable candidates will possess a degree possibly coupled with an MBA and have at least three to five years experience in all aspects of debt issuance. Ideally exposure would encompass Emerging Market debt but this is not essential. You should, however, be able to demonstrate an excellent track record of originating, structuring, documenting and distributing banking and corporate debt issues.

The ideal candidate will have exceptional presentational skills and be willing to travel to secure and complete mandates. This is an outstanding opportunity to play an integral part in the development of a highly successful business.

For a confidential discussion please contact David Reynolds,
Tel: 0171 236 2400, Fax: 0171 236 0316 or apply in writing to
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Fairchild Aerospace, the parent of Fairchild Aircraft in San Antonio, Texas, and Dornier Luftfahrt in Munich, Germany, seeks three finance professionals. All positions are located in San Antonio.

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Vice President and Treasurer

Reporting to the Chief Financial Officer, this position is responsible for the integration of financial activities between the two manufacturing and service sites, with particular emphasis on international tax, accounting and foreign exchange. This function will contribute to an active corporate finance program.

The successful candidate will possess excellent presentation and communication skills, five to ten years of progressive international responsibilities, preferably with manufacturing experience, and willingness to travel frequently. Facility with German language would be a plus.

Product Finance Associate

Responsible for the support of a wide range of sales finance activities involving Fairchild and Dornier aircraft, this position will report to the Director of Sales Finance in San Antonio. Activities will include structuring, negotiating and documenting aircraft leases; monitoring portfolio activity and syndications.

The successful applicant will have excellent presentation and communication skills, three to five years aircraft finance experience, including turbo-prop, and a knowledge of asset-based and other aircraft finance structures.

Treasury Associate

This position will participate in a diverse range of treasury activities undertaken by the CFO and Treasurers of the company. The finance group establishes budgeting and planning procedures for the company, prepares frequent reports for management, stockholders and financial institutions and purchase capital markets transactions. This position will support these and other important financial activities.

The successful applicant will possess a graduate degree in business or a related field, three to five years experience in manufacturing and the ability to work effectively as part of a team.

Please fax a full resume to: Director of Recruitment, Fairchild Aerospace, Human Resources Department, P.O. Box 790490, San Antonio, TX 78279-0490. Fax No. 210-824-8476. EOE.

TRADER

London

Our client, a prestigious US investment bank, is looking for an experienced Trader to work in the European Emerging Markets group.

The following attributes are essential:

- Proven track record in market making
- Proven academic excellence, including a good Masters degree in Business with a concentration on International Business Transaction Law
- At least 2 years' experience in sales & trading and investment banking in the Emerging Markets group of a leading investment bank with particular emphasis on Russian markets
- First hand knowledge of the former Soviet Union gained by extended periods of time spent there - at least 6 years
- Fluency in English and Russian
- High energy level and ability to cope in a highly pressured environment
- Proven interpersonal skills.

To apply, please send your CV, to: Alastair Lyon, Confidential Reply Handling Service, Ref 562, Associates in Advertising, 5 St. John's Lane, London EC1M 4BH.

Your application will only be forwarded to this client, but please indicate any organizations to whom your details should not be sent.

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The Person: You will be a lawyer with 3-4 years' experience gained within a general corporate or banking law environment. Knowledge of the general regulatory environment is essential and direct compliance experience would be considered an advantage but not essential.

This is an ideal opportunity for a person looking to continue in, or return to, the workforce on a part-time basis.

If you are interested in pursuing this excellent opportunity, please forward your application to:

Peter Grimshaw
Manager, Legal & Compliance
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We believe that high quality, objective, in-house research is an essential element of our success and we devote considerable resources to this area of our operations.

Our Research Team has an excellent reputation for the quality of its product and we are now keen to expand it further, welcoming applications from experienced UK equity analysts. Following a re-allocation of sector responsibilities within the existing Team we are particularly looking to expand coverage in Financials and in a range of Cyclical Industrials but specialists in other areas need not be deterred from applying. The Research Team is based in our Liverpool Head Office, enjoying the many benefits of this North Western location.

If you would like to discuss what we are looking for do feel free to call Peter Sibley, Research Director, on 0151 236 6000.

Applications, with full CV should be sent to him at Tilney & Co, Royal Liver Building, Pier Head, Liverpool L3 1NY.

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APPOINTMENTS WANTED

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Fax: 0171 485 6434
e-mail:
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BANKING FINANCE & GENERAL APPOINTMENTS

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JEDDAH, SAUDI ARABIA

As one of the leading commercial banks in Saudi Arabia we are undertaking a recruitment campaign to increase the skills sets within our information Services Division. The Bank's commitment to IT has resulted in experience required in the following areas/posts:

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- Test Controller** To create a test environment and manage testing for payments, Treasury, L/C, Audit, Security and Central Bank
- Comms. Controller** Manage all communications, implementation functions for payment system interfaces and contingency links to interbank clearing system
- Requirements Analyst** Assist in determining business requirements and providing implementation and training assistance.
- Technical Author** To write, format and control all EFT documentation.

(Relevant experience in EFT, EDI or Message Switching projects would be preferred, but involvement in projects of similar size and complexity in the financial sector would be acceptable.)

SYSTEMS DEVELOPMENT

- Project Managers** These are senior posts and require experience of development utilising methodologies within the complete system development life cycle. Knowledge of banking and project controls are essential, and expertise on AS400, PCs and Oracle would be an advantage.

Appropriate tax free salary levels will be paid to reflect the importance of these posts. Benefits include accommodation, flights, transport allowance, annual leave, medical cover and life insurance.

Perfect knowledge of the English language is a MUST.

If you believe you have the right background and experience to fill the above posts then call Tom Delves, Head of Information Services Division on (9662) 6613412 (direct) (9662) 6608820 ext. 643 or fax your detailed CV on (9662) 6608820 ext. 160 or (9662) 6605304.

ACCOUNTANCY APPOINTMENTS

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- Growth by acquisition is a fundamental dimension of the company's strategy. It therefore needs a Finance Director who will actively support this development whilst maintaining effective control and service standards.
- Responsible for motivating a team of 50 to achieve high levels of service to decentralised business units, along with effective and timely reporting to Group.
- Graduate, qualified accountant, aged late 30s, ideally with leasing experience in a strong service orientated culture. International experience could be useful, although initial focus will be UK.
- Hands-on, energetic and demanding high standards. The role calls for commercial focus, individual commitment and directness, along with flexibility to contribute to acquisitions and other planned developments.
- Very much an influential role in the development of the company strategy, the scope for career advancement in the company and Group is considerable.

Please apply in writing quoting reference 1265 with full career and salary details to:
Also identify
Whitehead Selection Limited
11 Hill Street, London W1X 9PS
Tel: 0171 290 3043
http://www.whitehead.co.uk/whitehead



Finance Director

Chequer Foods Limited

TELFORD, SHROPSHIRE

EXCELLENT REMUNERATION

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An exceptional Finance Director is now sought to assume day to day control of the financial management function and to act as a key member of the management team on the formulation of overall strategic policy. Reporting to the Managing Director, the principal tasks will be to oversee and review the preparation of management and statutory accounts, initiate and manage new technology improvements, act as the principal point of contact on financial issues with professional advisers and provide assistance to the Board on the financial implications of commercial transactions, including acquisitions.

Appropriate candidates will probably be in the age range 35-45 and of graduate calibre with a recognised accountancy qualification. It is essential to demonstrate

several years' experience as a Financial Director in a manufacturing environment (either a stand-alone company or a division of a major group) with exposure to standard costing issues. IT literacy is very important. A knowledge of European languages, particularly German and French, would be very useful. The appointee will be an inspirational team leader and an approachable individual who can relate to, and who seeks the views of, operational staff.

An attractive salary package will be offered including substantial bonus potential and a quality, car. Opportunities for further career development within the European group are excellent.

Please write, in confidence, with full career and salary details to Geoffrey Mather, MSL International Limited, 32 Aybrook Street, London W1M 3JL. Please quote ref: 60995.

Interviews will be held in London and the West Midlands.



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Salaries and benefits are designed to attract professional consultants of the highest quality. Unlike traditional consulting firms which operate a limited, partner-controlled hierarchy, we can promote good people as quickly as their achievements and abilities deserve. Please write with a full cv to the consultants advising on these appointments: The Honourable George Gilbert at IBM Selection, 76 Watling Street, London EC4M 3DL, Telephone: 0171-248 5653. Fax: 0171-248 2814. Please quote ref: 405.

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ACCOUNTANCY APPOINTMENTS

Chief Financial Officer

London

Six figure package

Due to the expansion in size and complexity of its UK subsidiary, our client, a major U.S. investment bank is seeking a Head of Finance to redesign and relocate its UK financial, accounting and regulatory operations from New York to London.

Reporting directly to the Controller in New York, the initial task will involve extensive liaison with the present incumbent, with some travel to New York. Responsibilities will include accounting, tax and regulatory functions for the company's UK affiliate.

Candidates must have proven organisational and management skills, with the ability to grow and develop the role as the bank expands its European operations. Candidates will be qualified accountants, with at least five years proven senior management experience within the securities arm of an investment bank or, alternatively the financial services division of a leading international accountancy firm.

A thorough understanding of derivatives and capital markets products combined with a sound knowledge of SFA and regulatory reporting are essential requisites for this challenging and exciting role.

Interested candidates should send or fax their Curricula Vitae, stating current remuneration package, to Carol Jardine, Principal, Jardine Kelso, 53 Shepherd's Hill, London N6 5QP. Fax: 0181-341-4463. Interviews will be held in our Central London offices. Quote reference number JK0031

• JARDINE KELSO •

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MAJOR INTERNATIONAL GROUP

WEST MIDLANDS

TO £75,000 + BONUS

• Opportunity for an experienced finance professional to work closely with a recently appointed Main Board Director to build on the growth strategy of a £500 million plus turnover business of a major international group.

• The business comprises a number of companies around the world, with the centre of gravity in the USA pursuing global expansion plans in the manufacturing and selling of equipment to multi-national drinks and fast food companies.

• Key tasks will include, the provision of a comprehensive financial service for a global business, the ongoing development of financial co-ordination including the development of integrated IT systems and the contribution to

business development including M&A. Significant international travel will be necessary.

• Probably 40-50, qualified accountant with broad commercial experience in the manufacturing sector. International experience is important, particularly in the USA.

• Demonstrable success in leading strategic IT projects would be an asset, as would exposure to international M&A activities. Operating experience in both large and small company environments would be preferable.

• Well-developed influencing skills are vital in a business culture which has been highly devoted. Determined but diplomatic character. Ability to operate independently. Willing to invest 5+ years in a senior position within a fascinating and expanding market.

Please apply in writing quoting reference 1269 with full career and salary details to:
Deborah Whitehouse
Whitehead Selection Limited
4 The Courtyard, 717 Warwick Road, Solihull
West Midlands B91 3DA. Tel: 0121 709 0909
http://www.whitehead.co.uk/whitehead



FINANCE DIRECTOR

International Marketing Services

Jeddah, Saudi Arabia
US\$56,000 plus expatriate package



Our client is a British-Managed offshore-based marketing services group with a multinational client base, currently operating on the Arabian Peninsula and with ambitious expansion plans in place. Growth has been steady in its first three years.

A Qualified Accountant with experience in the industry sector and with exposure to international business (preferably in the Middle East) is required to join the Expatriate Senior Management Team as the first Finance Director. The main tasks will be to assist in the restructuring into separate companies, supervise all accounting matters, set up and implement all relevant cost controls and systems, take responsibility for general administration and, in summary, establish the necessary operational financial

structure which will enable the Group to meet foreseeable targets.

This will require a stable, mature personality (not necessarily in years) with impeccable professional standards, an entrepreneurial ability, strong personal skills in dealing with people of various cultural backgrounds and the desire to forge a career in this environment. This is not a contract posting.

The package will include a tax-free salary of US\$56,000, family housing, medical insurance, car and a return flight annually.

Resumes only, please, to: John West, Kingston Smith Executive Selection, 2 Dryden Street, London WC2E 9NA. Fax: 0171-240 0723. E-mail: 100131.3550@CompuServe.Com

MOORE

SENIOR INTERNAL AUDITOR

BRUSSELS

AGE 26-29

Moore Corporation is a global leader in delivering information handling products and services that create efficiency and competitiveness for customers. Founded in 1982, Moore has approximately 19,000 employees and over 100 manufacturing facilities serving customers in 50 countries with annual sales of US\$2.6 billion.

Within the corporate audit services the successful candidate will report to the Corporate Internal Audit Manager. Responsibilities will include:

- planning, executing and reporting on financial/operational audits at mainly European

- production and sales units;
- providing recommendations to the management in order to increase the operating efficiency and effectiveness of procedures;
- liaising with external auditors and with local, divisional area and corporate management.

The ideal candidate will be a qualified Accountant (CPA, ACA, RA or equivalent) with at least four years experience in a Big Six firm. Fluency in English and a good command of at least a second European language is an asset. He/she will have strong interpersonal skills with an analytical

mind and be able to work independently. The position will involve approximately 50 per cent international travel.

For this challenging position, our client offers an interesting salary package including a number of fringe benefits as well as exciting opportunities within an international group.

Interested applicants can contact Christian Smets on telephone 0032 2 511 66 88, or send him their detailed curriculum vitae at Robert Walters Associates, Avenue Louise 66 box 5, 1050 Brussels, Belgium, fax 0032 2 511 99 69. E-mail: Brussels@robertwalters.com

ROBERT WALTERS ASSOCIATES



L O N D O N W I N D S O R N E W Y O R K A M S T E R D A M B R U S S E L S S Y D N E Y W E L L I N G T O N

c. £100,000 package + benefits Blue-Chip Service Business East Anglia

Finance Director

Have opportunity to join a profitable, high profile and innovative business with an inherent market capitalisation in the region of £100 million which is part of a large quoted group embarked on diversification. Continued expansion and a challenging strategy to grow both organically and by acquisition requires a highly ambitious finance professional to support the Chief Executive in all aspects of strategy and operations.

THE ROLE

- Acting as a sounding board to the Chief Executive, setting strategy and evaluating the ongoing performance of a diverse portfolio of high potential start-ups, JVs and recent acquisitions.
- Initiating, negotiating and delivering a range of acquisitions, dealing directly with principals and managing advisors.
- Enhancing the financial management and IT infrastructure to support planned rapid growth, providing guidance to functional reports in the operating companies.

THE QUALIFICATIONS

- Graduate ACAMBA, aged early 30s+ with first-class financial management, modelling and corporate development experience from a blue-chip, fast-moving business.
- Challenging yet diplomatic style. Able to respond quickly and assimilate data promptly to generate imaginative business solutions. Capable of and keen to encourage initiative whilst maintaining tight financial control.
- Highly commercial with superior communication skills. Excellent staff and project management skills. Effective in dynamic, technology-driven cultures and able to progress further.

Leeds 0113 2307774
London 0171 493 1238
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to:
Selector Europe, Ref. P60231004,
16 Courtyard Place,
London W2 2JF

c. £80,000 package + options + benefits International Manufacturing Group Midlands

Head of Corporate Finance/Treasury

Key role at the heart of an acquisitive and highly profitable £700 million+ turnover UK plc with an enviable growth record, well-balanced international profile and a dominant position in each of its chosen niche markets. Powerful balance sheet and strong City support underpin a well-proven and focused strategy for growth both organically and by acquisition. Significant opportunity for a well-rounded finance professional with M&A experience and exposure to treasury seeking enhanced responsibility and professional growth in corporate development and, in due course, general management. Excellent international career prospects.

THE ROLE

- Reporting to Group Finance Director with specific responsibility for corporate development and treasury as part of a small head office finance team.
- Working closely with the Board to identify and evaluate potential acquisitions internationally; developing proactive relationships with key financial advisors in the City.
- Strategic management of treasury; supervising an established high quality function, focusing on funding and balance sheet management.

THE QUALIFICATIONS

- Graduate, Chartered Accountant, aged 30 plus, with M&A exposure and treasury experience gained in either a merchant bank or a corporate. Second definite European language an advantage - preferably German.
- Strong analytical skills and broad business overview combined with first-rate written and oral communication skills. Comfortable handling complex negotiations at senior level.
- Accomplished networker and relationship builder, capable of operating effectively as part of a small head office team. Self-starter with the ability to work independently.

Leeds 0113 2307774
London 0171 493 1238
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to:
Selector Europe, Ref. P60231004,
16 Courtyard Place,
London W2 2JF

Treasury Audit Professional

High profile position in a rapidly developing Middle East Bank
To £45,000 Tax Free + Substantial Benefits
Based Jeddah - Saudi Arabia

The National Commercial Bank is the largest commercial bank in Saudi Arabia. It has a network of over 200 branches and serves customers throughout the world.

The Bank is embarking on a challenging business expansion plan which will include the development of new Treasury and Investment Services activities. The Treasury Audit function is seen as having a critical role in this development, assisting in establishing and maintaining operational controls in order to support effective business risk management.

As part of this process we are seeking to recruit an additional Treasury Auditor to work within this specialist team.

Undertaking in-depth reviews of business areas you will be required to:

- Risk assess products including securities and derivatives.
- Review procedures and controls in the middle and back offices.
- Assess adequacy of management reporting processes.

You will have gained operational or audit experience in a treasury environment, together with knowledge of the latest risk management practices and treasury systems.

Applicants for this position should be graduates and/or professionally qualified, with excellent communication and report writing skills. The ability to work independently or as part of a team in a multinational environment is essential.

In return for your skills and commitment, the bank is offering employment on a two year contract basis, renewable by mutual agreement. The package offered includes a tax free salary, performance related bonus scheme, family accommodation, medical expenses, annual return air tickets to country of residence and contribution to school fees incurred in the Kingdom.

For further details and to arrange an interview, please contact Tim Sandwell at Barclay Simpson Associates, Hamilton House, 1 Temple Avenue, Victoria Embankment, London EC4Y 0HA. Telephone 0171 936 2601. Fax 0171 936 2655. E-mail: ts@bar-sim.demon.co.uk



Director of Finance

Northwick Park & St Mark's NHS Trust

To £60,000

Excellent career opportunity at Board level for ambitious finance professional. Make a major contribution in shaping this leading provider of health care services in north west London to become a model hospital for the 21st century.

THE TRUST

- Provides a full range of general acute services to local population of 500,000 and specialist services to a much wider population of 7m.
- Clear strategic objectives and corporate values. Strong reputation for medical research and education programmes.
- Turnover of c.£85m p/a. 2,700 employees. Significant recent investment in new facilities.

THE POSITION

- Executive Board Member. Contribute to development of Trust strategy and business plans. Report to Chief Executive.
- Exercise strong financial control, ensuring targets are met. Provide clear management information in the Board.

- Lead and motivate finance team of 35. Support operational and clinical directorates.

QUALIFICATIONS

- Professionally qualified, with substantial financial management experience at Board level, ideally in the NHS.
- Both a leader and team player who can improve productivity whilst maintaining quality and financial viability.
- Good communicator with presence and authority. Able to make a real impact and build effective working relationships internally and externally.

The Trust is committed to Equal Opportunities.

Please send full cv, stating salary, ref PS61004, to NBS, 54 Jermyn Street, London SW1Y 6LX



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Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris

Group Accountant

c.£32,500 & BMW

This is an opportunity for a Chartered Accountant with about 1 year's post qualification experience to move to the Corporate Centre of a substantial and dynamic UK plc which is actively seeking high calibre individuals with the capacity to develop a broadly based finance career within the Group.

The key aspects of the initial job will be the control and management of the budgeting and forecasting systems across the Group; liaison with the business Finance Directors to manage the rolling cash flow and profit forecasts; modelling one-off situations and emerging trends; assistance with the monthly reporting process; and special project work which will include investment appraisal, acquisitions and divestment reviews. The role calls for an interactive young professional with a very well organised approach to the analysis of the data and forecasting trends.

Applicants should hold a high grade first degree and be big & trained with first time professional passes. Computer literacy is a key requirement, together with the ability to develop high standards of analytical and presentational skills.

Location - South West London
Please apply in confidence quoting ref: L615 to:

Brian Mason
Mason & Nurse Associates
1 Lancaster Place, Strand
London WC2E 7EB.
Tel: 0171-240 7805.

Mason & Nurse
Selection and Search



DIRECTOR

Finance & Resources

Mind the leading mental health charity is seeking a Director of Finance & Resources to provide strategic leadership and be responsible for all Mind's support services including Finance, Human Resources, Administration, Information Technology and Facilities Management.

You will have a key role to play in Mind's Corporate Management Team, leading on the development of medium and long term financial strategies and the continued development of Human Resources. A qualified accountant you will have excellent analytical and planning skills and be a good communicator, capable of explaining complex financial information to non financial people. You will also have a keen awareness of opportunities in a new funding environment. You will oversee Mind's investment portfolio and be a director of Mind's trading company.

Candidates must have experience of motivating a team and a good understanding of employee relations.

Salary for the above post around £35,000 per annum, plus benefits. For an application pack write on a postcard only to: Human Resources (Ref:DFR) 15-19 Broadway, London E15 4BQ (no telephone calls or CVs please).

Closing date for completed applications 15 November 1996. Interviews expected 6 December 1996.

Reg. Charity no. 283329

Mind is an equal opportunities employer

APPOINTMENTS ADVERTISING

appears in the UK edition every Monday, Wednesday & Thursday and in the international edition every Friday.

For further information please call:

Tony Fildes-Crofts on +44 0271 673 3486

SCOTTISH

PROVIDENT

HEAD OF INTERNAL AUDIT

c.£60K + Executive benefits

The Scottish Provident group currently consists of seven operating units (three based in the UK, the others based in Ireland, Greece, Spain and the Isle of Man) transacting principally life assurance and investment business. The group has funds under management in excess of £6bn. We are looking for an experienced individual to lead the Internal Audit department, which is part of the compact Group Head Office in Edinburgh.

Prudential control of the business in its widest sense is taken very seriously in Scottish Provident. There is a strong Audit Committee of the main Board, and within the Group Head Office a Prudential Control Group which acts as a top-level management clearing house for all audit, compliance, risk, control and corporate governance issues. The Prudential Control Group is chaired by the Finance Director (who is also Deputy Managing Director of the group) and involves the Chief Accountant, the Actuary and the Secretary. You will be a member of the Group and will be required to report regularly to the Audit Committee: day-to-day reporting will be to the Finance Director.

The job involves devising and managing a rolling audit plan to cover all the main areas of risk within the various operating units, enhancing the scale and competencies of the existing Internal Audit department and raising its profile within the organisation, and developing the practice of good risk management throughout the group.

You will have wide experience of internal audit and highly effective management skills with preferably experience of the financial services sector. The ability to think widely and imaginatively about risk and control issues combined with good people skills will be important factors in the selection process.

In return for your commitment, we offer an attractive salary and benefits package, including a car, non-contributory pension and life assurance scheme, private medical insurance and mortgage assistance and participation in a long term incentive bonus scheme.

Applications in writing should be submitted to David Adams, Group Personnel Manager, Scottish Provident, Group Head Office, 7-11 Melville Street, Edinburgh EH3 7YZ. Fax: 0131 527 1112. Closing date 21 November 1996.

Scottish Provident is an equal opportunities employer



EUROPEAN TAX LAWYER

DERIVATIVES-BASED FRONT OFFICE ROLE

London

c.£100,000 + Bonus
+ Benefits

This assignment is being handled exclusively by Brewer Morris. Please contact Matthew Phelps on 0171 415 2800

or write to him at Brewer Morris, 179 Queen Victoria Street, London EC4V 4DD, Facsimile 0171 463 0740

BREWER-MORRIS

TAXATION RECRUITMENT SPECIALISTS

We are representing a worldwide financial services organisation which advises multinational corporations, financial institutions and government entities. The global derivatives financial structuring group engineers unique investment products and creates derivatives-based solutions to tax and accounts issues for major corporate clients. Sustained expansion across the global derivatives business has created a new role within this dedicated team of 6 professionals. Key responsibilities will include:-

- structuring and marketing of tax-advantaged products to clients
- utilisation of international/domestic tax rules to enhance trading revenues
- provision of tax input to documentation issues surrounding complex derivatives trades

As a European qualified Lawyer you will have a broad knowledge of European tax systems and treaty networks, and a genuine understanding of financial instruments and their tax treatment. Transactional experience in a bank or investment house would be ideal, however relevant experience gained in a leading advisory firm is equally welcome. Strongly team-orientated, with excellent organisational and execution skills, you will engender trust with a broad range of sophisticated corporate clients. Fluency in two or more major languages (including English) is essential.

GROUP DIRECTOR OF FINANCE

INTERNATIONAL MANUFACTURING
EXCELLENT SALARY & BENEFITS OXFORD

W Lucy is an independent, vertically integrated manufacturer of electrical distribution equipment, gear and SG iron castings. Its two main operating businesses have a combined turnover of c£35m, supported by a substantial property and investment division. It is multi-sited in the UK, with subsidiaries, associate companies and partnership agreements in major world markets. Large scale investment programmes over the last 10 years have allowed the company to meet the challenges of a changing market place.

Restructuring into focused business units is ongoing and necessitates the finance function adding value to manufacturing and commercial operations of varying size and complexity. The position takes full responsibility for

the day to day hands-on control of the centralised finance function, including the development of reporting systems and controls. This new role reports to the Board, early accession to which is envisaged.

Candidates will be ACA or CIMA professional accountants, with extensive business experience. They will probably be senior financial executives in multi-sited, international manufacturing businesses. Well rounded and highly commercially orientated, they will be skilled in the provision and implementation of tight operating and finance controls.

Please send a comprehensive CV to Keith Miller, Howgate Sable & Partners, 35 Curzon Street, London W1Y 7AE, Tel: 0171-495 1294, Fax: 0171-495 1700, quoting ref: FT340.D. Visit our web site at <http://www.wppjobs.co.uk>



Howgate Sable & Partners
EXECUTIVE SEARCH AND SELECTION



EUROPEAN FINANCE DIRECTOR

WEST OF LONDON

c.£60,000 + CAR + SUBSTANTIAL BONUS

This major US based computer leasing and trading organisation has recently established a powerful presence in Europe and is well poised for growth in its major European markets. It is focused on providing the highest level of customer support and choice, whilst remaining at the forefront of developments in systems technology.

In line with supporting the European Managing Director to drive the business forward across Europe, an exciting opportunity has now arisen for a highly commercial individual to join the company as European Finance Director.

Reporting to the CFO in the United States, and the European Managing Director, specific responsibilities will include overseeing European group and management reporting to the US parent and providing financial strategy and commercial direction to this Group. In addition this individual will be responsible for the management of ongoing banking relationships and all other treasury related issues.

The successful candidate, probably aged mid to late thirties, will have a professional accounting qualification, experience of US GAAP reporting and ideally some exposure to the leasing industry (servicing any business sector).

Strong presentational and inter-personal skills are required to support the blend of reporting and commercial experience necessary for this position. The ability to manage and motivate a number of teams within finance and MIS based in Europe will be key.

Interested candidates should forward their curriculum vitae, including remuneration details and daytime telephone number to Andrea Black or Richard Parnell at Robert Walters Associates, 42 Thames Street, Windsor, Berkshire SL4 1PR, or fax 01753 678 908. E-mail: andrea.black@robertwalters.com

ROBERT WALTERS ASSOCIATES



LONDON WINDSOR NEW YORK AMSTERDAM BRUSSELS SYDNEY WELLINGTON

"Commercial Mind" - Major International Consumer Business

Group Financial Planning Director

Early/Mid-30s c.£60,000 + Substantial Bonus + Car Home Counties

Our Client is a major "household name" highly profitable and fast-growing international consumer business, with a strong reputation for dynamic and aggressive management, and is the established European market leader with operations that span the UK, Continental Europe and beyond.

Promotion of the current incumbent has created a need for an exceptional and ambitious qualified accountant to lead its central Financial Planning function. This highly qualified and experienced professional team is responsible for providing analytical and business support to operational management in terms of identifying and recommending profit improvement opportunities, as well as preparing Group annual and long-term plans, monitoring and critically appraising country operating results, and producing regular Board reports and forecasts of Group performance. Additionally, your team will evaluate all significant investment projects, produce presentations

to shareholders, banks and City institutions, and be involved in all corporate finance projects.

You will be a highly commercial and analytically-minded qualified accountant, with previous man-management and financial planning/analysis experience gained within a "disciplined" environment, ideally in an international fast-moving consumer product or service business. You will also need to be self-confident yet diplomatic with good interpersonal skills, have strong powers of persuasion and be able to demonstrate finance directorship potential. The remuneration package is flexible to attract an exceptional individual.

You should write or fax in confidence, enclosing your resume and current salary details and daytime/evening telephone contact numbers, quoting reference FT18/A on both envelopes and letter/fax, to the address below:

Chrysopeas Hammler Associates, Bechtel House, 245 Hammermith Road, London W8 8DP (Fax: 0181 528 9878).

Finance Executive

c.£55,000 & Car & Performance Bonus

Our client is a £1 billion quoted FMCG Group with a number of market leading positions in large but very competitive consumer product sectors.

An early promotion from the corporate team has led to the need to recruit a Chartered Accountant aged about 30 who will work at Main Board level on a series of strategic initiatives which are central to the next phase of the Group's development. The role will therefore span acquisition and divestment studies, investment appraisal, the evaluation of competitive activity and industry structures, and forms of joint venture and product licensing.

Applicants should be graduate ACA's with a top level academic and professional record and proven success of Senior Manager level in the mainstream of a big 6 firm, including a good cross section of special work. Individually, candidates must have the energy, dedication and lifestyle to cope with sustained pressure and make an impact both of Main Board level and with external advisors and third parties. The position will be based in West London. Relocation assistance will be available if necessary.

Please apply in confidence quoting ref: L614 to:

Brian Mason
Mason & Nurse Associates
1 Lancaster Place, Strand
London WC2E 7EB
Tel: 0171-240 7805.

Mason & Nurse
Selection and Search

SIEMENS

Siemens is one of the largest, most prestigious and innovative electrical and electronic engineering manufacturers in the world. As a leading force in a highly competitive global market, we have maintained this position by continual innovation and development.

As a result of internal promotion and expansion, we have two vacancies in:

Corporate Controlling
Manchester - Manufacturing
Bracknell - Project, Product & Service
Attractive Salary, plus bonus and car

Following the decentralisation of financial responsibility within Siemens, it is Corporate Controlling's responsibility, on behalf of the Board, to review the financial performance of each business. Working closely with each business you will be responsible for developing and expanding their financial review processes.

Candidates will be qualified graduate accountants, possibly with an MBA, and a minimum of four years PCE. All applicants will possess analytical excellence, proven financial and commercial ability and exceptional communications and presentational skills.

This is a very high profile role with significant exposure at senior management level, affording the successful candidate the opportunity to be part of a highly innovative company and contribute to its continuing growth. The potential for career progression is excellent.

To apply, please send your CV to Lynette Gleason, Personnel Manager, Siemens plc, Siemens House, Oldbury, Bracknell, Berkshire RG12 8FZ. Telephone (01344) 396237 Facsimile (01344) 396235 Closing date: 15th November 1996

Innovation Technology Quality Siemens

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Young controller de gestion internationale

Groupe de sociétés
de conseil 2 000
personnes, 1,5 Md
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fort développement
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- Rattaché à la Direction Internationale, vous prenez en charge :
 - la mise en place d'outils de contrôle financier efficaces mais simples, proches du terrain, comportant les quelques indicateurs sensibles qui permettent une direction réactive et une provision réaliste.
 - l'assistance des filiales dans l'utilisation des outils retenus en matière de budgets, reporting, analyse et suivi des chiffres-clés.
 - l'amélioration et l'évolution des procédures dans le souci d'une constante adaptation aux changements rapides du groupe autant qu'aux impératifs des dirigeants.
 - les relations avec les services comptables et contrôle de gestion du groupe.

Votre formation supérieure en gestion est valorisée par une expérience opérationnelle de 3 ans minimum, acquise en cabinet d'audit ou dans une société internationale de prestations de services de "niveau gree". Basé à Paris, dans une équipe très légère au sein de laquelle vous disposez d'une large autonomie, vous effectuez de nombreux déplacements à l'étranger pour suivre les 8 filiales dont vous avez la charge. Impédiments de langue maternelle anglais, vous maîtrisez parfaitement le français et, si possible, l'allemand.

Merci d'adresser votre dossier de candidature (lettre, CV, salaire souhaité), sous la référence 102, à notre Conseil qui l'étudiera en toute confidentialité : Ethnos, 11 Boulevard Pasteur, 75017 Paris.

ETHNOS

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Performance-related package Executive Search London

Senior Researcher Finance Director Recruitment

Spencer Stuart is one of the worldwide leaders in executive search with an outstanding record of growth built on the foundations of a highly collegiate structure and a quality consulting team. We are the market leader in the recruitment of Finance Directors in the UK. To support and enhance our position we now seek an exceptional individual to join our close knit specialist team.

THE ROLE

- Provide specialist research on senior level exclusive retained mandates on behalf of blue-chip clients in both the UK and international markets.
- Work alongside the financial management consultants on the search process attending client meetings and then playing a pivotal role in identifying, attracting and appointing key executives.
- Provide proactive support by constantly monitoring market trends and developments in financial management.

THE QUALIFICATIONS

- Mature graduate with at least five years' experience in either financial recruitment, or the profession. Language skills and computer literacy would be an advantage.
- Proven project management skills. Flexible, tenacious and energetic, with a natural curiosity. Robust, with a sense of humour.
- Excellent written and verbal communication skills with an ability to work in a cross-cultural environment. Stature and presence to engender credibility at senior management level both with clients and across the Spencer Stuart network.

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London 0171 493 1238
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to:
Selector Europe, Ref. 207703/1106,
16 Goswami Place,
London W3 2JF

European Tax Analyst

Excellent Compensation & Benefits

European HQ, Bracknell, UK



A major supplier of corporate IT solutions to a truly global customer base, Dell Computer Corporation is renowned for innovative products and exceptional customer commitment. A progressive, multinational front runner and a leader within its marketplace, Dell has achieved revenue growth in excess of 50% per annum.

As a young, dynamic individual working directly with the European Tax Manager, you will initially focus on value added taxes and additionally will be expected to work on a variety of direct European tax issues.

A qualified lawyer or accountant, you will possess a minimum of three years' international tax experience ideally gained in a commercial environment. A solid knowledge of European VAT should be

complemented by a thorough understanding of one or more EU corporate tax systems. Fluency in English is essential and a knowledge of other European languages would be advantageous. Tenacity, mental toughness and ambition will provide you with exceptional career opportunities within this vibrant global Corporation.

Candidates interested in this outstanding opportunity should send/fax their CV (in English) to our advising consultants Jane Storie and Mark Pocke at FSS Europe, Charlotte House, 14 Windmill Street, London W1P 2DY, United Kingdom. Fax: 44 171 209 0001 or 44 171 813 9479. Tel: 44 171 209 1000. Quoting ref: F333.



FSS EUROPE

DIVISIONAL FINANCIAL DIRECTOR

World Class Manufacturing Business

Germany



to DM210,000 Package + Car

Sunrise Medical, an NYSE-listed company, is the leading manufacturer of high-value rehabilitation and recovery products for the disabled. Established in California in 1983, the company has a reputation for excellence in manufacturing and a firm commitment to customer service, underpinned by a progressive and forward-thinking style of management. The result has been an impressive and consistent record of growth and profitability, with operations throughout the USA, Canada and Europe.

THE POSITION

- Reporting to the Chief Executive of the company's DM100m German operation, with a dotted-line to the European Vice-President, Finance.
- Full functional responsibility for all financial matters, including reporting requirements for the US parent, divisional management accounting, budgets, forecasts and systems development.
- Significant strategic exposure, playing a pivotal role in the management of a complex, highly cost and margin-sensitive business, at a time of considerable change.
- A highly influential and prominent role in a young, exciting and rapidly expanding business.

QUALIFICATIONS

- Qualified Accountant, preferably Chartered, aged at least 30 and already operating in a senior line management role.
- Fluency in both English and German is vital.
- Experience in a quality-driven 'discrete' manufacturing environment, preferably with international operations.
- Broad-based line management experience, with specific expertise in the areas of cost control and profit-improvement. Proactive, able to demonstrate bottom-line awareness.
- Strong interpersonal skills, with the intellect to contribute to the strategic development of the business.

Interested candidates should write, enclosing full career and salary details to the advising consultant, William Greenwell at Questor International Limited, 3 Burlington Gardens, London W1X 1LE, quote reference 1412. Email: www.questorint.com



QUESTOR INTERNATIONAL

A Mitchell Page Group PLC Company

SGS Société Générale de Surveillance Holding S.A. (the SGS Group) founded in 1878, with headquarters in Geneva, Switzerland, is the world's largest organisation in the field of testing, inspection, verification and quality systems certification. The Group operates in over 140 countries with 335 subsidiaries, 1220 offices, 342 laboratories and 35,000 employees.

The Group's worldwide operations have expanded rapidly during the last years. Given the increased audit universe, we are looking for complementing our Internal Audit Function based in Geneva, Switzerland, or Parsippany N.J. USA, with high calibre and dynamic individuals for the position of

INTERNAL AUDITOR (M/F)

Tasks and responsibilities

- Performing financial and operational review missions worldwide in the SGS Group universe
- Advising on improvements of operations in terms of minimising risks, improving quality, efficiency and effectiveness
- Understanding operational, local and business considerations
- Special projects, including due diligence work

Profile of the suitable candidates:

- Qualified auditor (CA, CPA, CIA, Expert comptable diplômé)
- Two to five years relevant work experience in an international environment after gaining audit qualification
- Fluent English and either French or Spanish essential; any other language desirable
- Willingness to travel up to some 60% and to undertake this role for a number of years
- Excellent communication and writing skills
- Swiss nationality or Swiss C work permit (for Geneva) U.S. nationality or Green card (for Parsippany)

For successful candidates this position clearly offers exciting career prospects in the SGS Group.

Interested candidates should send their application letters and curriculum vitae to SGS Société Générale de Surveillance S.A., Human Resources Division, P.O. Box 2152, CH-1211 Genève 1. Interviews will take place late October / early November.



DIVISIONAL FINANCIAL CONTROLLER

Thames Valley

to £40,000 + Car + Benefits



ABRAM • REASLEY • PRICE • MORGAN
FINANCIAL • RECRUITMENT • SPECIALISTS

THE GROUP

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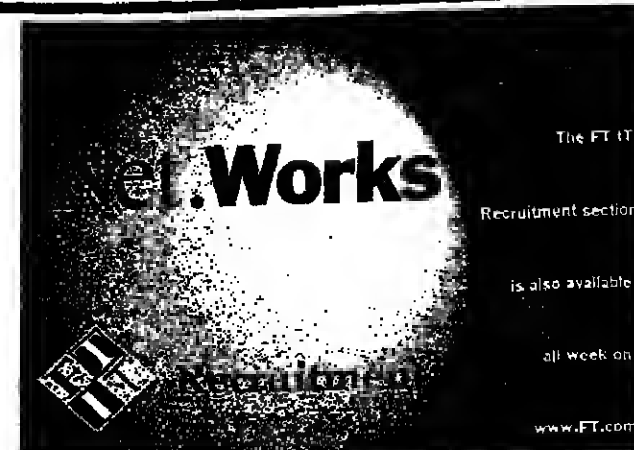
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COMPANIES AND FINANCE: ASIA-PACIFIC

Weak yen lifts profit at Mitsubishi Heavy

By William Dawkins in Tokyo

Mitsubishi Heavy Industries, the largest of Japan's diversified shipbuilding, aerospace and machinery groups, yesterday cited the yen's weakness as a factor in double-digit profits growth for the first half, and an improved profits forecast for the whole of 1996.

The group, the industrial nucleus of the Mitsubishi corporate *keiretsu*, yesterday said it expected the yen to

stay near its current rate of around ¥110 to the dollar in the second half, rather than the ¥105 on which it had calculated previous projections.

On that basis, it expects unconsolidated recurring profits - before tax and extraordinary items - to rise 15.5 per cent to a record ¥192.5bn (\$1.7bn) for the year to March, instead of the ¥185bn it had forecast earlier.

Mr Yoshihisa Tsuda, vice-president, said the yen's fall was helping export profits, which was mainly why

MHI's overall gross profit margins were expected to rise to 14.7 per cent this year from 13.8 per cent last. Each rise of one yen against the dollar, when sustained over a year, adds ¥2bn to MHI's annual recurring profits, Mr Tsuda said.

Recurring profits in the first six months to September climbed 12.6 per cent to ¥89.1bn, on sales up 10.2 per cent to ¥1,177bn. Turnover in the shipbuilding and steel structure division, representing less than one-fifth of

sales, rose just 0.6 per cent to ¥230bn, as ship orders began to weaken in response to a decline in demand for new vessels. But sales at the aircraft and special duty vehicle division rose nearly 70 per cent to ¥113bn, a consequence of increased sales of components for the new Boeing 777 airliner.

MHI's two smaller rivals, Hitachi Zosen and Mitsui Shipbuilding also reported results yesterday, but they refrained from celebrating the yen's decline with an

upgrade of profits forecasts. They were either being conservative, or have low-margin shipbuilding orders in their yards as a result of a recent decline in prices, said Mr Matthew Ruddick, shipbuilding analyst at James Capel in Tokyo.

Hitachi Zosen is forecasting a 14.8 per cent rise in full-year recurring profits, to ¥30bn, on sales up 8.3 per cent to ¥500bn. In the first half, Hitachi Zosen's profits rose 0.7 per cent to ¥9.1bn. Margins were constrained by

a sharp rise in sales promotion costs, the company said. Total turnover edged up a mere 1.1 per cent to ¥157bn, held back by a 48.2 per cent drop in turnover at the company's shipbuilding division.

Mitsui Engineering and Shipbuilding yesterday forecast an 8 per cent rise in recurring profits for the full year, on sales up 27.2 per cent to ¥370bn. In the first half, recurring profits rose 66 per cent to ¥2.03bn on turnover up 15.4 per cent to ¥134bn.

High public spending helps buoy Komatsu

By Michio Nakamoto in Tokyo

Komatsu, the world's second-largest maker of construction machinery, reported a 55 per cent rise in non-consolidated recurring profits, as public spending in Japan and infrastructure development in Asia supported a steady rise in overall sales.

Komatsu lifted recurring profits from ¥6.1bn to ¥9.5bn (\$83m), on sales 7 per cent higher at ¥251.4bn. Net profits rose 22 per cent to ¥5.3bn.

The company said that, despite a weak domestic market, sales of construction equipment were lifted by the high public spending introduced as part of the government's economic stimulus programme.

Overseas, Komatsu was helped by the strength of the US economy and infrastructure projects in south-east Asia, which triggered strong demand for bulldozers.

Sales of domestic industrial machinery fell 26 per cent in the term.

Komatsu expects the second half to be difficult amid economic deceleration in Asia and a slowdown in capital investment by semiconductor manufacturers.

Nevertheless, it expects aggressive marketing overseas and at home to help it raise sales for the full year, from ¥500.9bn to ¥530bn. It forecasts recurring profits of ¥24bn, compared with ¥17.9bn, and net profits of ¥12bn, against ¥10.4bn.

Cost cuts offset higher fuel bill at ANA

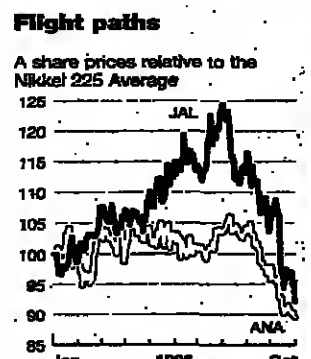
By Michio Nakamoto in Tokyo

ANA, one of Japan's leading airlines, brushed aside a sharp rise in fuel prices to report a firm increase in pre-tax profits for the first half on the strength of higher passenger levels and cost-cutting measures.

The company lifted recurring profits 33 per cent to ¥17.9bn (\$157.2m), on revenues up 5 per cent to ¥150.7bn. Net profits climbed 33 per cent to ¥8.4bn. However, ANA's performance, which contrasted with that of Japan Airlines, the international carrier which reported lower profits this week, did not help its share price yesterday. Investors were disappointed by a lower than expected full-year forecast, and the shares and fell ¥12 to a new low for the year of ¥949.

In the first half, ANA was helped by expansion in routes and better results in the first and business classes of its international operations, which it attributed to a pick-up in the economy and the introduction of 180-degree reclining seats in the first class section.

International passenger



Class act: improved sales in high-priced sections helped ANA beat trends



Class act: improved sales in high-priced sections helped ANA beat trends

numbers rose 17 per cent over the same period last year, while international revenues were up 13 per cent.

Domestic passenger volume and revenues also rose, although not as strongly as in the international business. The carrier's performance in the Japanese mar-

ket was supported by price discounts and new services.

ANA, like JAL, has been hit by higher fuel prices, which added ¥13bn to fuel costs compared with the previous first half. However, ANA believes it can offset the higher costs with a cost-reduction exercise in which it plans to cut overall costs

by ¥30bn in the year.

Nevertheless, the airline forecasts full-year revenues at ¥890bn, or ¥3bn lower than expected, while recurring profits will be ¥17.5bn, or ¥1bn below earlier forecasts. ANA blames the slow recovery of the economy and intensified competition in the domestic market.

Slow sales hit San Miguel

By Edward Luce in Manila

San Miguel, the Philippines' largest beer and food company, said net earnings after non-recurring items fell 23 per cent in the first nine months, to 2,999 pesos (\$113.7m) because of lower beer sales and a depressed farm sector.

Analysts said the company's mounting debt - with financing charges rising 120 per cent to 2,018 pesos from January to June - and flat beer sales combined to push earnings down. Net revenue rose 9 per cent to 6bn pesos.

San Miguel's B-shares closed flat yesterday at 95 pesos. "San Miguel is having a

very bad year because of the depressed beer market and higher raw material costs," said Ms Alexandra Connor, an analyst at W. Carr. "The company has also been hit by higher tax charges and lower than expected revenues from its overseas operations."

For the year as a whole, analysts forecast that net profits are likely to fall at least 10 per cent for the year as a whole.

With its B-shares trading at a price/earnings ratio of 36 - almost twice the Philippine composite average - brokers say San Miguel is trading at an almost 100 per cent premium to the market. However, the company's

\$1.6bn overseas investment programme, which includes breweries in China, Vietnam and Indonesia, is not expected to reap dividends until 1998. San Miguel says the proportion of revenues from overseas operations will rise from 13 per cent in 1996 to 30 per cent by 2000.

The company, which expects to be hit by a change next year in the excise tax on "sin products" such as beer, said growth in most of its subsidiaries, including Coca-Cola Bottlers Philippines and San Miguel Properties, was healthy. The price of raw materials was also falling because of the start of recovery in the farm sector.

Tisco surprises with 25% rise

By Tony Tassell in Bombay

Tata Iron and Steel Co (Tisco), India's second largest steelmaker, surprised the market with better than expected first-half results.

The flagship of the hotels to trucks Tata group lifted net profit 25 per cent to Rs2.53bn (\$76m) in the six months to September 30, from Rs2.01bn in the same period last year. The net profit was well above market consensus of expectations of around Rs2.2bn, and defied some even gloomier forecasts made earlier in the year.

The results added to an emerging trend of better than expected first-half figures from Indian companies over the past two weeks, after earlier forecasts of a slowing in corporate earnings growth. However, analysts said that as the first-half reporting season progressed, more negative results were expected.

Tisco's net profit would have been even higher but for the imposition of a 12.9 per cent minimum corporate tax by the Indian government in its July budget. This

lifted its tax bill from nothing last year to Rs373.5m.

Mr Anurag Mathur, analyst with Fergre Securities, said Tisco had managed to shrug off cost increases with improved sales volumes, and a 4 per cent average rise in product prices in April. This saw operating margins widen slightly, to 20.6 per cent compared with 20.4 per cent last year.

Tisco boosted its sales by Rs30.2bn in the first half, from Rs24.96bn. Production rose marginally, to 1.33m tonnes from 1.32m tonnes. However, the overall volume of steel increased 8 per cent to 1.194m tonnes from 1.106m tonnes as Tisco sold down inventory levels.

Sales of hot rolled coils rose from 282,000 tonnes in the first half to 436,000 tonnes. Cement sales also rose, to 629,000 tonnes from 436,000 tonnes.

Shares in Tisco fell Rs6.75 to Rs180 ahead of the release of the results, after the close of trade. However, in unofficial after-hours trading, the stock climbed back to Rs183 in response to the figures.

ASIA-PACIFIC NEWS DIGEST

India automakers ease industry fears

Concerns over a potential slowdown in the Indian auto industry have been eased by strong first-half results from two leading sector companies, Bajaj Auto and Mahindra & Mahindra. Bajaj Auto, the world's largest manufacturer of scooters, lifted net profits 27 per cent to Rs2.25bn (\$63m) in the six months to September 30, from Rs1.77bn in the same period last year.

Mahindra & Mahindra, the utility vehicle maker which is now producing Escort cars under a joint venture with Ford, lifted net profit by 25 per cent from Rs738.1m to Rs924.3m. Analysts said both sets of results were largely in line with expectations, and had eased fears of a slowdown in demand for vehicles and inventory build-ups amid a slowing in economic growth this year.

Tony Tassell, Bombay

Tough year for Lion Nathan

Lion Nathan, the New Zealand brewer, reported a 25.7 per cent drop in earnings to NZ\$150.4m (US\$106.1m), which it blamed on a "tough" year in its Australian brewing business, sharply higher tax and currency changes. However, the company, the biggest liquor group in Australia and New Zealand, said its expansion into China was going well, and that the New Zealand liquor and soft drinks businesses showed improved results.

Earnings for the year at the Australian brewing operations - which include XXXX, Tooheys and Swan - fell 2.8 per cent to A\$243.4m (US\$193m), although sales revenue rose slightly to A\$1.5bn. Terry Hall, Wellington

Japanese chemicals mixed

Japanese chemical companies yesterday reported mixed interim results, amid sluggish demand for petrochemical products and synthetic fibres, rising costs for raw materials, and higher capital spending.

Mitsubishi Chemicals, the country's largest general chemicals manufacturer, announced a 98.2 per cent plunge in unconsolidated recurring profits to ¥2.15bn (\$19.5m), because of declining markets for its mainstay petrochemical products, and rising prices of raw materials.

Mitsui Petrochemical Industries, the leading maker of synthetic textile materials, suffered a 10 per cent fall in unconsolidated recurring profit, to ¥7.65bn. Net profits fell 1 per cent to ¥6.31bn on sales of ¥158.86bn, down 3.7 per cent.

Hitachi Chemical, a synthetic resins processor and producer of molded parts for vehicles and housing equipment, reported an increase in interim earnings in spite of a slight fall in sales. Unconsolidated recurring profit rose to ¥5.5bn from ¥4.9bn a year earlier, while sales were ¥125.5bn, down from last year's ¥127.2bn. For the full year, Hitachi Chemical expects recurring profits of ¥11.2bn on sales of ¥287bn.

Nissei Chemical Industries, meanwhile, reported robust earnings growth on increased exports of its core chemicals, helped by the dollar's rise against the yen. Unconsolidated recurring profit rose 25.7 per cent to ¥2.16bn, on sales of ¥44.9bn, up 1.4 per cent. Net profit grew 28.8 per cent to ¥969m. Gwen Robinson, Tokyo

Mitsubishi Materials surges

Mitsubishi Materials, Japan's leading manufacturer of metals and ceramics, reported an increase of 80.4 per cent in first-half unconsolidated recurring profit, to ¥5.13bn (\$45m), on brisk sales of cement and silicon, the main material for microchip production. The weakening of the yen against the dollar, and continued low interest rates in Japan helped boost the result.

Sales in the first half rose 3.5 per cent to ¥361.8bn, on rising exports. Net profit surged 288.2 per cent to ¥2.21bn, or ¥1.94 per share.

Japan's third-largest copper producer, Sumitomo Metal Mining, also announced increased first-half profits of ¥6.48bn, up from ¥2.85bn, while sales edged up to ¥200.2bn from last year's ¥198.7bn. For the full year to March, Sumitomo Metal expects recurring profits of ¥12bn on sales of ¥410bn. Gwen Robinson

Nikon weathers chip downturn

Nikon, the Japanese maker of cameras and semiconductor manufacturing equipment, weathered the downturn in the semiconductor market, and doubled recurring profits in the first half, to ¥10.5bn (\$92m). The increase came on the strength of buoyant demand for its stepper, which are used to manufacture semiconductors. Net profits totalled ¥5.8bn, compared with ¥2.8bn a year earlier.

Parent company sales rose 31 per cent to ¥151.9bn. The rise was attributed mainly to an increase in sales of its semiconductor manufacturing equipment, which commands high prices. Michio Nakamoto, Tokyo

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Unaudited Financial Results (Provisional) for the Six Months ended September 30, 1996

Table with 4 columns: Accounting Year ended, Six Months ended, Six Months ended, Six Months ended. Rows include Net Sales, Total sales and other income, Total expenditure, Gross profit after interest but before depreciation & taxation, Profit before tax, Provision for taxation, Net Profit, Profit after prior period adjustments, Earnings per share-annualised (Rs/US \$), Paid up equity share capital, Reserves (excluding revaluation reserves as per balance sheet of previous accounting year).

- NOTES: 1. The above results have been taken on record in a meeting of Board of Directors held on 31st October, 1996. 2. The total two and three wheeler production and sales during the first six months were 758,899 and 722,457 respectively. The corresponding figures for the six months ended 30th September, 1995 were 621,458 and 613,872. 3. The stock of vehicles on 30th September, 1996, was 45,186 as against 21,753 on 30th September, 1995. 4. The total exports of the company in the first six months were Rs.875.1 million against Rs.832.1 million during the six months ended 30th September, 1995. 5. The conversion rate for currency has been taken as US \$1 = Rs. 35.81.

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Orogen institutional offer at A\$2

By Nikki Tait in Sydney

The institutional sale price for shares in Orogen Minerals, the company set up to hold the Papua New Guinea government's interests in various local resource projects, was set yesterday at A\$2 a share - a 17.6 per cent premium to the price at which they were offered to the general public in Australia and New Zealand.

The institutional price values Orogen at A\$642.5m (US\$608.7m) and raises around A\$257.7m of new capital for the company. This will be used in part to complete Orogen's purchase of a 20.5 per cent stake in the Gobe oil fields, due to come on stream in 1998.

After the sale, the government-owned Mineral Resources Development Company will continue to own a controlling 51 per cent stake in Orogen. The remaining shares are due to start trading on the Australian Stock Exchange this morning.

Mr David Besty, Orogen's Canadian-born chairman and a former economic adviser to the PNG government, said yesterday the company had been "delighted" with the interest shown in the offer. According to Orogen, more than 380 institutions applied for more than A\$2bn of shares. The institutional demand was spread across two dozen countries.

Orogen said that of the 153.7m shares put up for

sale, about one-fifth would go to Australian retail investors, who were offered shares at a fixed price of A\$1.70. A further one-fifth would go to retail and institutional investors in Papua New Guinea. They were also offered shares at a fixed price, set at K1.57 for the first 2,000 shares and at K1.75 beyond this.

The remaining 60 per cent will be allocated at A\$2 a share to institutional investors - both PNG-based and international - who applied under the global offering.

Orogen said yesterday it was particularly pleased that 6,500 retail investors in PNG had applied for shares. In total, about 30 per cent of shares being sold should end up in PNG-based hands. At

present, the country does not have a stock exchange - although the government has expressed enthusiasm for establishing one - so this stock will have to be traded through Australia.

The Orogen float is one of the first privatisations in the resource-rich but economically troubled Pacific country. In 1996, PNG agreed a "structural adjustment programme" with the World Bank in return for financial support, although there has been dispute over PNG's progress and a second loan tranche has been withheld.

The resource projects in which Orogen has investments include the Porgera, Misima and Lihir goldmines, and the Kutubui and Gobe oil projects.

SINO LAND COMPANY LIMITED (a company incorporated in Hong Kong with limited liability) USS200,000,000 5% Convertible Bonds due 2001 ("Bonds") NOTICE TO BONDHOLDERS The Directors of Sino Land Company Limited ("the Company") on 31st October, 1996 proposed a final dividend of HK\$0.12 per share (with an option for scrip dividend) for the year ended 30th June, 1996 to shareholders whose names appear on the register of members on 22nd November, 1996. This final dividend is payable on 20th December, 1996. This final dividend is subject to the approval of shareholders of the Company at the Annual General Meeting to be held on 22nd November, 1996. The dividend warrants will be despatched on or about 20th December, 1996. The register of members of the Company will be closed from 18th November, 1996 to 22nd November, 1996 (both dates inclusive). Registered holders of existing Bonds who wish to exercise their conversion rights attaching to their Bonds so as to be entitled to the said final dividend should lodge the properly completed and signed conversion forms together with the bond certificates with their Agent so as to reach the Company before 4.00 pm (Hong Kong time) on 22nd November, 1996. By Order of the Board Eric Ip Bai Kwong Secretary Hong Kong 31st October 1996

RPS Residential Property Securities No.4 PLC £250,000,000 Class A1 Notes £180,000,000 Class A2 Notes Mortgage Backed Floating Rate Notes due 2023 In accordance with the provisions of the Notes, notice is hereby given that for the three month period 31st October 1996 to 31st July 1997, the Class A1 Notes and Class A2 Notes will carry an interest rate of 6.43125% and 6.50625% per annum respectively. The interest payable per £100,000 Note will be £762.00 for the Class A1 Notes and £1,639.93 for the Class A2 Notes. NATWEST MARKETS

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COMPANIES AND FINANCE: EUROPE

EUROPEAN NEWS DIGEST

Strong demand lifts Borealis

Strong demand for raw materials for the plastics industries boosted third-quarter profits at Borealis, the polyolefins joint venture between Norway's Statoil and Finland's Neste with its headquarters near Copenhagen. Third-quarter pre-tax profits were DKK302m (85.2m), taking profits for the first nine months to DKK1466m against DKK1.99bn after nine months last year. In the third quarter of last year, when industry margins were very high, profits were DKK686m.

Sales for the quarter fell 1.7 per cent, from DKK4.14bn last year to DKK4.08bn, while after nine months sales were down 16.7 per cent, from DKK13.84bn to DKK11.54bn. Borealis said the third-quarter improvement was driven by higher volume sales, better prices and cost reductions. Toward the end of the quarter, higher feedstock prices, reflecting strong prices for crude oil, partly offset higher polyolefin prices, the interim statement said.

The group said its "value for money" improvement programme, aimed at improving processes and efficiency, had already achieved its target for the year - a net benefit of DKK200m. As a result of the programme, fixed costs were on a falling trend. An important next step in the value for money programme is the transfer of small-volume sales in Europe to the European chemicals distribution group, Ashland Plastics, which will leave Borealis to concentrate on marketing to its big customers. The transfer takes place in the current quarter. Borealis said the early days of the fourth quarter had brought further improvements which would contribute to profits for the year.

Hilary Barnes, Copenhagen

RWE wins telecoms licence

RWE Teelliance yesterday became the second German company to be awarded a licence to provide a nationwide telecommunications network in competition with Deutsche Telekom, the post and telecoms ministry announced yesterday. The company, a subsidiary of the RWE power supply group, will be able to provide liberalised services such as data transmission on its already existing 8,000km fibre-optic cable system. A public telephone service will have to await full liberalisation of the German telecommunications market from January 1998. The ministry awarded a nationwide licence to Veacom, the telecoms subsidiary of the Veba conglomerate, last month and has also awarded eight regional licences. The European Commission stipulated that two nationwide licences should be issued by today as one of the conditions for allowing Telekom to introduce corporate client rebates.

CME increases US offering

Central European Media Enterprises (CME), the US pioneer of private commercial television in eastern Europe, has increased its US stock offering from 3m to 4.5m shares in response to strong investor demand. The issue has been priced at \$27.50 a share, which would allow the company to raise gross proceeds of \$123m. CME, which began broadcasting in the Czech Republic with Nova TV in February 1994, is Nasdaq-quoted and is controlled by Mr Ronald Lauder, one of the heirs to the Estée Lauder cosmetics fortune. The underwriting group for the share issue, led by Schroder Wertheim, Prudential Securities and Smith Barney, has been offered options to purchase an additional 720,000 shares, which could increase total gross proceeds from the issue to about \$150m. CME is co-owner of the leading commercial television stations in the Czech Republic, Romania, Slovakia and Slovenia and has growing interests in Ukraine, where it has plans to apply for licences to develop a new national television station. It is expected to be one of the front-runners in the forthcoming tenders for national licences in Hungary, and last month was awarded its first broadcasting licences in Poland, the biggest single market in central Europe. The group has previously raised gross proceeds of \$168m, from an initial public offering in October 1994 (\$76m), and a second issue in November last year (\$92m). CME and its joint venture partners are broadcasting to 86m people, including 77m in eastern Europe and 9m in Germany. In Romania, the group is seeking to expand its operations from TV into telecasts.

Kevin Done, East Europe Correspondent

Traub unit bankruptcy filing

Traub, the German machine tool maker, said its wholly-owned subsidiary Heckert Chemnitz Werkzeugmaschinen had filed for bankruptcy yesterday in Chemnitz, Germany. The court appointed Mr Klaus Siemon temporary receiver, said Traub, which on October 15 filed for insolvency owing to an "inability to pay" its creditors, of which the largest is Deutsche Bank. It talks with the creditors on a repayment scheme fall. Traub could be forced into bankruptcy.

Nycomed revamp welcomed

Shares in Norwegian pharmaceuticals group Nycomed rose strongly yesterday on the company's announcement of a series of measures to cut costs and restructure operations. Nycomed's shares surged NKR5.50, or 6 per cent, to NKR88.50. The group said it expected to make savings of NKR600m (\$94.2m) from a new programme, Focus '98, designed to adjust the group's strategy to reduce costs in some areas and increase investment in others. The savings are expected to be take effect by 1998. "This is what the market has been waiting for," said neo Oslo-based broker, "Restructuring, cost-cutting and a refocus. The market is bullish on this. In the short run, we see potential in share price for the A stock of NKR100." Nycomed announced the programme while posting 1996 nine-months pre-tax profits down 32 per cent on last year, from NKR1.32bn to NKR988m.

Alcatel sells Lafarge stake

Alcatel Alsthom, the French power and electronics group, said it had sold its 2.9 per cent stake in Lafarge to Lafarge itself for FF7550m (\$128.5m). The 1.2m shares changed hands for FF730 each. The sale was part of Alcatel's divestment programme, announced by Mr Serge Tchuruk, chairman and managing director, which is expected to bring in FF10bn by the end of the year.

Snecma buys out subsidiary

Soecma, the French aviation engine group, yesterday bid FF235 each for all outstanding shares in its subsidiary Société Européenne de Propulsion, in which it holds a 51.26 per cent stake. The French bourse authority SBF said, SEP shares, which have been suspended on the secondary market since October 23, will remain suspended until further notice.

ABN Amro arm in SA move

ABN Amro, the Dutch bank, said its securities subsidiary ABN Amro Hoare Govett, owned jointly with Kagiso Financial Services of South Africa, acquired a 40 per cent interest in South African stockbroker Huysamer Stals. ABN Amro also acquired a minority stake in Kagiso Financial Services, whose largest shareholders are N.M. Rothschild & Sons and Kagiso Trust Investment company of South Africa. ABN Amro declined to comment on how the 40 per cent interest in Huysamer Stals is divided between ABN Amro Hoare Govett and KFS, or on how big a stake it is taking in KFS.

Dresdner confirms direct banking plans

By Andrew Fisher in Frankfurt

Dresdner Bank yesterday announced a 30 per cent rise in operating profits to DM1.99bn (\$1.25bn) for the first nine months and confirmed plans to open a direct banking operation next year. The improved result was in line with the performance at the halfway stage, although Mr Jürgen Sarrazin, chairman, said recently growth had slowed in the third quarter. The bank repeated its forecast that the full year's result would show a "marked double-digit" percentage increase. The shares fell 50 pfennigs to close at DM40.50.

The German bank has realised made nearly as much profit in the January-September period as in the whole of 1995, when operating profits rose 23 per cent to DM1.99bn. The improvement reflects the first-time inclusion of Kleinwort Benson, the UK merchant bank acquired last year. Commission profits remained buoyant, with a 42 per cent jump to DM2.82bn, reflecting strong securities business. Kleinwort Benson alone lifted the bank's fee income by more than 25 per cent. Interest income was 8 per cent higher at DM57bn. Own-account financial trading profits were 15 per cent lower at DM456m, but the bank said profits yet to be realised would lead to a rise of at least 10 per cent for the full year.

The integration of Kleinwort Benson pushed costs up 16 per cent to DM6.1bn; the rise would have been 5 per cent without the UK merchant bank. Loan-loss provisions were 10 per cent higher at DM857m - with further funds set aside for risks among medium-sized companies - while profits from securities in the Liquidity portfolio rose 105 per cent to an "unusually high" DM605m. This followed sales of bonds and industrial shareholdings of less than 5 per cent. Mr Sarrazin said Dresdner's new direct banking operation, to be run from Duisburg in the Ruhr region, would start in the second half of 1997 and offer attractive products and a high level of advice. Dresdner would give more details on Monday. Deutsche Bank and Commerzbank opened direct banking operations last year - with Bank 24 and Comdirect respectively. Bayerische Vereinsbank launched Advance Bank in March, laying stress on investment advice and cash management. Citibank of the US also operates a direct bank in Germany. Mr Sarrazin said Dresdner would push ahead next year with changes in retail banking, making greater use of technology to free staff for customer advice. He repeated the bank's goal of cutting its cost/income ratio to well below 70 per cent.

announcing a 7 per cent rise in operating profits, to DM258m, in the first nine months, with interest income up 8 per cent at DM588m and commission income 5 per cent higher at DM333m.

Own-account trading profits were flat at DM67m. Cost growth was kept at 5 per cent. Mr Wolfgang Strutz said medium-sized and specialist banks still had an important role to play in Europe. BHF-Bank, often mentioned as a possible takeover candidate, has been concentrating on investment banking and advisory business, and moving away from corporate lending. He was speaking after

KNP upbeat on year despite third-term fall

By Gordon Cramb in Amsterdam

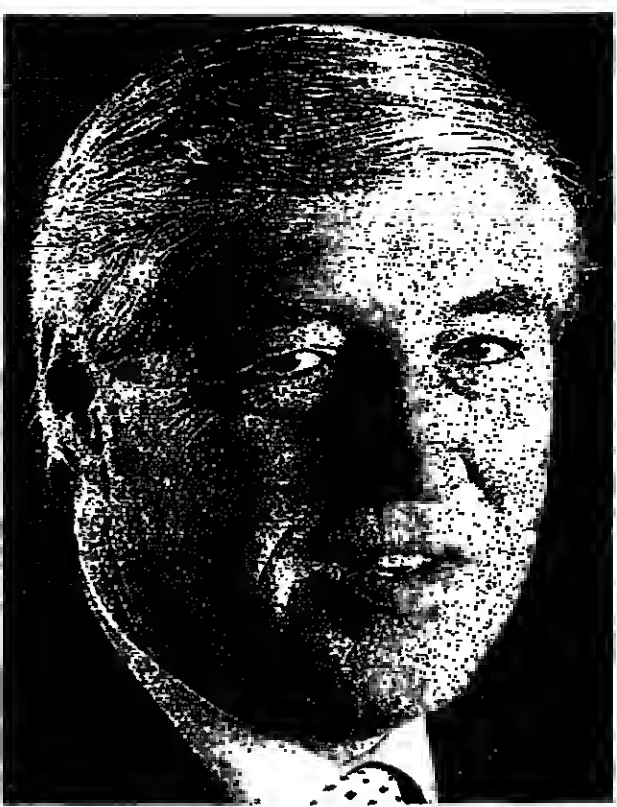
KNP ET, the Dutch paper, packaging and distribution group, has maintained its full-year earnings forecast in spite of 67.2 per cent fall in third-quarter net profits to F138m (\$22.5m).

When reporting interim net earnings of F101m this summer, it said the second half should be "somewhat higher" than that. The company reiterated this yesterday, noting that the final three months of the year were traditionally its best. This will require an after-tax result in the current quarter above F163m, compared with the F176m posted in the same period of 1995. Although that was struck after a F175m extraordinary charge to cover write-offs on

divestments, it came at a time when paper prices remained strong.

KNP, led by chairman Mr Frank de Wit, said yesterday "a first increase of paper prices" was achieved in the July-September quarter after a slide earlier this year left values for some grades near historic lows. The shares closed down F10.60 at F137.40.

Five weeks ago the group said it was seeking an industry partner for KNP Leykam, its paper division. It said it was halting new investment in the unit and implied it would even consider leaving the sector. Yesterday KNP sought to retreat from that position. Although it was seeking an alliance, "we still regard paper production as a core activity at this moment", an official said. Whether this left it with a minority stake in the division "could be discussed". KNP declined to say whether it was yet in talks with any potential partner. Leykam incurred an operating loss of F17m in the latest quarter. This compares with profits of F108m a year earlier, but is a reduction from the F117m operating deficit in the preceding quarter. "Although sales volumes were good, margins were still at a very low level," the company said. Its packaging side produced operating profits of F157m against F138m, with the increase attributed to stable raw material prices, better volumes, and cost reductions. But there was a dip at the distribution division, from F161m to F158m. The 70 per cent-owned ET Office Products International contributed less than expected.



Frank de Wit company still regards paper as core activity

Polish builder faces collapse

By Christopher Bobinski in Warsaw

Espebe is Poland's first listed company to face bankruptcy since the revival of the Warsaw Stock Exchange five years ago.

Until yesterday, shares in the troubled construction company had fallen 45 per cent since last week. Yesterday, bargain hunters forced the stock up 10 per cent. The company is controlled by the acquisitive Bank IG, which took a strategic stake in Bank Gdanski when it was privatised at the end of last year. Bank Gdanski and Bel Leasing, a Bank IG subsidiary, together hold a 22 per cent stake in Espebe. The collapse in the share price, which cut Espebe's market value from 12.4 zlotys (\$4.4m) to 6.8m zlotys followed an admission by Mr Andrzej Hass, the new managing director, that his company would go bankrupt unless creditors agreed to forgive 80 per cent of 35m zlotys in debts. Mr Hass also wants to renegotiate some of Espebe's loss-making contracts.

Framatome chief attacks merger plan

By David Owen in Paris

The head of Framatome yesterday hit out at proposals to merge the French nuclear plant and fuel manufacturer with the GEC Alsthom power engineering and transport equipment group. He warned the plans could pose a threat to the long-term survival of France's nuclear network and its ability to pursue an independent energy policy. Mr Jean-Claude Leny told the economic affairs commis-

sion of the French Senate that a merger could harm co-operation with Germany on the replacement of Europe's existing nuclear power stations.

He also suggested there were few synergies between the activities of Framatome and GEC Alsthom, a joint venture between Alcatel Alsthom, the French telecoms and engineering group, and the UK's General Electric Company. The only possible synergy was in turbine manufacturing, he said, and this accounted for only 3 per cent of the group's activities. The comments of the Framatome chairman, who is expected to stand down at the end of the year, came two months after it emerged that Alcatel and GEC were discussing the merger, which would create the world's second-largest power engineering group. But the idea of allowing a foreign company to take a stake in France's nuclear industry provoked much criticism. Alcatel, which owns 44 per cent of Framatome, recently reached an agreement with other shareholders to retain majority French control of the world's largest nuclear plant builder if GEC takes an interest. Framatome has completed more than 60 reactors and was responsible for the atomic power programme which supplies France with 70 per cent of its electricity. In 1989, Framatome formed a joint venture with Siemens of Germany to develop a reactor - called a European pressurised water reactor - for France and Germany, and for export.

France's privatisation commission is unlikely to pronounce on the French government's proposals to sell the Thomson defence and consumer electronics group to Lagardere until December or early 1997, Mr Jean Arthuis, French finance minister, indicated yesterday.

The process is expected to be a formality. Espebe, which reported a 17.8m zlotys net loss last year, faces a deficit this year of 30m zlotys, according to Mr Hass. The company's problems stem from an aggressive marketing policy which sought contracts at any price, leaving no room for profit. This was coupled with ambitious and mismanaged plans for housing and shopping developments which further affected the balance sheet. Espebe's situation contrasts with the performance of the WSE's other listed construction companies, which account for 6 per cent of the market's \$7.7bn capitalisation. The sector as a whole is reporting a price to book value of 2.02.

Strong economy lifts Den norske Bank

By Hugh Carnegie in Stockholm

A strong Norwegian economy helped Den norske Bank, the country's biggest financial services group, to increase profits in the first nine months of the year, in spite of a slowdown in a recent trend of writing back provisions made against loan losses. Pre-tax operating profits rose from NKR2.1bn to NKR2.2bn (\$349m) during the period.

Underlying earnings growth was stronger, as operating profits before write-backs grew from NKR1.73bn to NKR1.9bn.

The increase was helped by a near 4 per cent fall in operating costs, from NKR3.5bn to NKR3.36bn, as the bank reduced staff numbers by 470 to 5,627. The shares fell NKR0.30 to close at NKR21.10. But Mr Finn Hviistendahl, chief executive, said performance was lifted by strong growth in the economy, a rise in lending to Norway's important shipping sector, and benefits from the take-over early this year of Vital, the insurance company, in the third quarter, operating profits before write-backs rose from NKR663m a year ago to NKR613m.

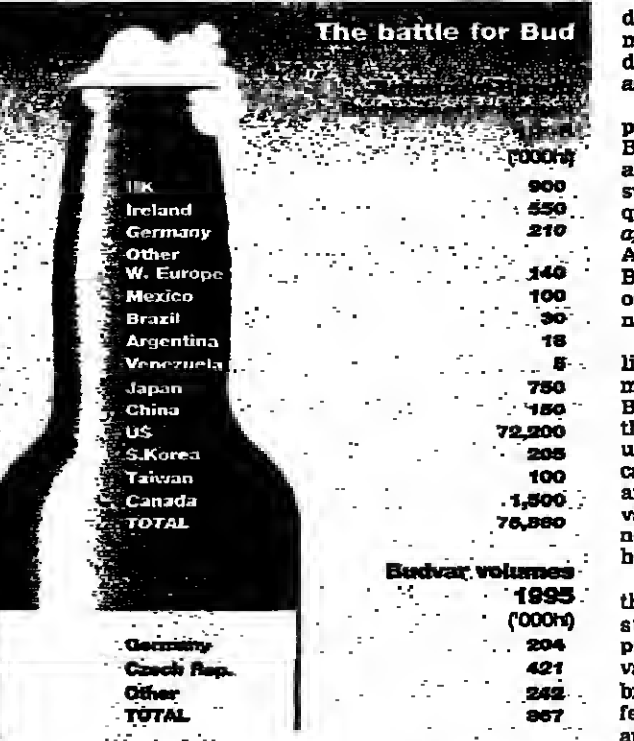
first nine months of just NKR17m, leaving net profits up from NKR2.1bn to NKR2.2bn.

Christiania Bank, Norway's second-largest banking group, announced yesterday that Mr Tom Ruud, former chief executive of the industrial group Aker, will take over as chief executive of the bank next year. Mr Ruud will succeed Mr Borger Lenth, who is to retire by mid-1997. The new chief executive parted company with Aker last month.

US brewer leaves Budvar fighting for identity

Czech group faces marketing challenge after collapse of brand rights talks with Anheuser-Busch

Budejovicky Budvar, the Czech brewer, will have to start forging a new identity for itself after the recent breakdown of a 20-year effort to resolve a dispute over the Budweiser name with Anheuser-Busch, the world's largest brewer.



decades, however, the agreement has failed to accommodate the two companies' aspirations. Budvar gave increasing prominence to the name Budweiser on its labels, arguing it guaranteed consumers a place of origin and quality much like France's appellation controlee system. Anheuser-Busch, believed Budvar was just cashing in on the international brand name it had created.

Anheuser-Busch at first linked a trademark settlement to its taking a stake in Budvar. But it became clear that such an agreement was unacceptable, both politically - to the government - and commercially, to Budvar, which insisted it did not need a foreign partner to help it market beer overseas. The US brewery dropped that tactic two years ago and at the same time began piecemeal court action in various countries. The Czech brewer adopted a more professional and far-sighted approach to the trademark talks, hiring financial advisers to sketch its future and draw up privatisation plans. Last September, both sides met in St Louis, Missouri, headquarters of Anheuser-Busch, to try to break the deadlock. But that attempt

foundered on their differing estimates of the value of a settlement. The US company is understood to have offered Budvar \$200m for a new trademark agreement and a separate deal on the purchase of Czech hops. Budvar and the agriculture ministry, which led the talks on the Czech side, is believed to have put a value on the settlement of \$1bn.

Budvar also welcomed the end of the trademark talks, saying it had shown its ability in the past five years to build up its own export sales. It has a strong position in the German market for imported beers and also sells in the UK, alongside US Budweiser. "At 450,000 litres of exports, the Budvar brand is only worth about £50m (\$81.5m) and the brewery itself another £25m-\$30m," says a competing international brewer. So successfully has Anheuser-Busch pushed the Budweiser name globally that "whoever buys Budvar has got to start afresh to build a new identity separate from the American Budweiser".

sheer size and by a conviction among Czechs that the giant wanted to "wipe [Budvar] off the face of the earth", as the brewery's general director, Mr Jiri Bocek, claimed recently. A 1911 agreement signed with Anheuser-Busch gave the Czech brewery rights to the Budweiser name in continental Europe, with the US company taking the rest of the world. Over recent

Vincent Boland Roderick Oram

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COMPANIES: EUROPE

EUROPEAN NEWS DIGEST

Strong result at SPT Telecom

SPT Telecom, the Czech telecoms group in which PTT Telecom Netherlands and Swiss Telecom have a 27 per cent stake, yesterday reported unadmitted pre-tax profits of Kc6bn (\$223m) for the first nine months of 1996. Revenues jumped to Kc23.3bn with the addition of new customers through the expansion of the telephone network, and the company appears on target to achieve full-year revenues of Kc30bn. Costs were Kc17.3bn and net profit reached Kc3.8bn.

Comparative figures with the first three quarters of 1995 were not available because the company this year adopted international accounting standards, which are different from the Czech standards it used in earlier years. SPT made pre-tax profits of Kc7bn on revenues of Kc26.4bn for all of 1995.

In the nine months 272,000 new lines were installed, and SPT said it was confident of achieving its 1996 target of more than 400,000 new lines. SPT had 2.67m installed lines at September 30. It is undertaking a big modernisation drive to expand its network and spent more than Kc20bn in the period, more than the full-year investment programme for 1995.

Vincent Boland, Prague

De Benedetti in dealing probe

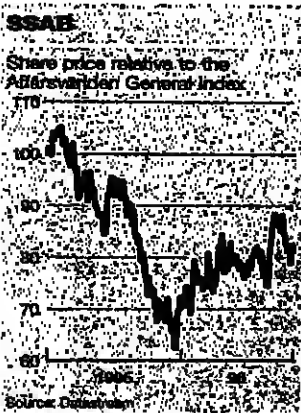
Lawyers for Mr Carlo De Benedetti, former chairman of Olivetti, yesterday confirmed press reports he was under investigation by Turin magistrates for alleged insider dealing in shares of the troubled Italian information technology and telecoms group.

Mr De Benedetti's lawyers also said he would shortly be presenting documents to Turin magistrates to refute any suggestions of insider trading of Olivetti shares. The investigation is understood to relate to events at the end of August just before the publication of Olivetti's accounts that were to reveal fresh losses of L440bn (\$290m).

In a separate development, Consob, the Italian stock exchange watchdog, is reported to have requested more information from Olivetti regarding some of its factoring activities and the valuation of the sale of a 14.7 per cent stake in Acorn, the UK-based software company.

Robert Graham, Rome

SSAB hit by lower prices



SSAB, the Swedish steel maker, posted profits after financial items for the first nine months down 44 per cent from SKr2.859bn to SKr1.603bn (\$245m). The results were slightly below expectations, but the shares closed up SKr0.50 at SKr96. Net profits fell from SKr2.083bn to SKr1.137bn and earnings per share from SKr15.80 to SKr8.90. Operating profits dropped from SKr2.618bn to SKr1.297bn on sales down from SKr14.06bn to SKr13.03bn. SSAB said it had decided to invest

SKr500m in its Planija HardTech unit. Of this investment, SKr440m would be used to build a new production unit in North America and SKr60m to expand its existing plants in Lulea in Sweden. SSAB reiterated its previous forecast that full year profits would be half of those reported in 1995. SSAB said steel prices had fallen since the fourth quarter of 1995 and continued to be pressured, which was expected to lead to additional deterioration of margins in steel operations in the fourth quarter of the year.

But it said there were signs that prices were now stabilising. The company said it expected fourth quarter deliveries from the steel operations to remain at approximately the same level as a year earlier, while deliveries from the trading and further processing operations were expected to be somewhat lower.

Mr Leif Gustafsson, chief executive, said 1995 was expected to be a tough year for the European steel industry, with steel consumption forecast to fall about 7 per cent and downward price pressures remaining. In the third quarter, he said price pressure on the company's steel products was limited to only 1 per cent compared with the second quarter, largely owing to an improved product mix. Prices in the nine-month period were about 12 per cent lower than a year earlier.

He said deliveries from SSAB's steel operations were largely unchanged, while volumes in the trading operations were around 5 per cent lower than 1995. Sales in the nine-month period fell to SKr13bn from SKr14bn with 8 percentage points of this attributable to lower prices and 2 points to lower volumes.

Alex News, Stockholm

KPN faces protest over TNT

VKI, the association of Dutch courier and express delivery companies, has lodged a complaint with the European Commission alleging that KPN, the partially privatised posts and telecoms group, is using profits from its postal monopoly to fund its planned F1.2bn (\$1.6bn) takeover of TNT, the Australian parcels company. Brussels is due to rule next week on whether the deal, cleared yesterday by the Australian authorities, warrants further scrutiny.

Mr Hans Koeleman, of Transport en Logistiek Nederland, an industry grouping of which the 300-member VKI is part, said yesterday: "The takeover will intermingle its monopoly and non-monopoly activities. It will be too strong a competitor in the Dutch market." The association wants an end to KPN's sole right to deliver letters weighing less than 500 grammes - an idea to which KPN has said it is not opposed, as long as such deregulation happens EU-wide. PTT Post, its mail arm, which also includes private sector parcel activities, brought in net earnings last year of F1.541m.

Gordon Cramb, Amsterdam

Spain urged to open telecoms

The board of the Unisource telecommunications alliance yesterday appealed to the Spanish government to open up its telecommunications market as soon as possible so that it could receive European Union approval. "If the Spanish telecommunications market is not liberalised, the telecommunications market is not approved," Mr Lars Berg, chairman of the European group, said. The European Commission has said it will only approve the Unisource alliance if Spain opens up its telecoms market by January 1, 1998, waiving a five-year delay.

Unisource groups include KPN of the Netherlands, Telia of Sweden and Swiss Telecom PTT, Telefonica, the Spanish group, has 25 per cent of the alliance. Once it is authorised, Unisource wants to conclude a joint venture with AT&T of the US to offer its service on a global, rather than European, level. "I can't emphasise enough how important the Spanish government's collaboration is in this matter," said Mr Berg. Brussels was expected to make a decision before the World Trade Organisation meeting in Singapore in December.

Mr Juan Villalonga, Telefonica chairman, said the Spanish company's shares would suffer if its participation in Unisource was not authorised. "The non-integration would have a negative impact of between 15 and 20 per cent on the share price of Telefonica," he said.

Rauser, Madrid

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Coming soon to the Swiss Exchange: SEZ

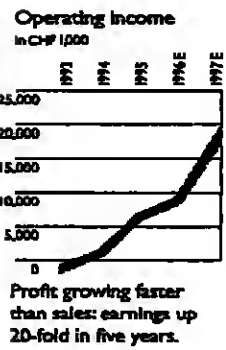
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a) The outer envelope should bear the mention "DO NOT OPEN" - International tender for the sale of HOTEL REGENCY - Monistir, and should be addressed to: Mr. le Président Directeur Général de la Compagnie Touristique Arabe 12, rue de Hollande - 1000 TUNIS - TUNISIA

b) The inner envelope should be sealed and should contain the documents relevant to the international tender mentioned in the specifications.

The final date for the receipt for the tenders has been set for January the 20th 1997.

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TC: All persons who (a) appear from the records of the company to have contractual relationship with the company AND (b) have not filed a proof of debt in the liquidation of the company

TAKE notice that a second interim dividend is intended to be declared in this matter. The dividend is likely to be 20 cents.

The Liquidator has previously notified you of the claims filing deadline established as March 31, 1991 and no claim was filed by you. Consequently, the Liquidator may proceed to distribute the dividend only to those creditors who have lodged proofs of debt within the filing deadline, unless (a) you lodge a proof of debt within 14 days of this notice and (b) you show just cause why the proposed dividend should not be declared and paid as proposed.

Dated this 1st day of November, 1996

Nicolette J. Reiss, for and on behalf of Charles W. Kempe, Jr. Liquidator

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COMPANIES AND FINANCE: THE AMERICAS

Caracas sets CANTV reference price

By Raymond Collitt in Caracas

The Venezuelan government yesterday announced the reference price for the sale of its 49 per cent stake in CANTV, the telecommunications company.

A total of 289.4m shares will be offered, of which 50m are to be placed on the Venezuelan market. In addition to the 40 per cent share package being sold globally, CANTV employees are being offered a 9 per cent stake.

The government insists that the CANTV offering does not conflict with the placing of other shares. "We see a window of opportunity that favours the placement, as there are no similar offerings by developing countries," said Mr Alberto Poletto, head of Venezuela's privatisation agency, Fondo de Inversiones de Venezuela.

Industry analysts say that growth prospects for the telecommunications industry in Venezuela are favourable, with a rapid economic recovery expected. However, they say that CANTV's sale price could be affected by the fact that its monopoly ends in the year 2000.

According to Mr Poletto, this is the "first time that international investors are analysing stocks placed by the Venezuelan government." He added that "this privatisation is a measure of the country's credibility".

Dun & Bradstreet opts for divorce

Break-up is seen as the best way to cater for the diverse needs of the business

Dun & Bradstreet, today does the splits. The 155-year-old information conglomerate is dividing into three.

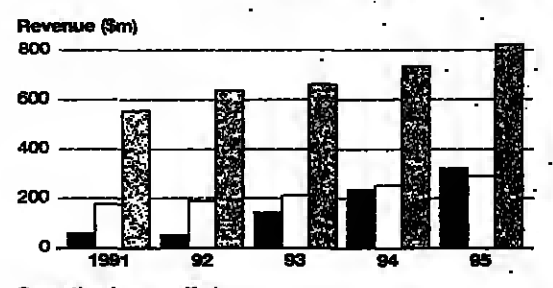
Two publicly listed companies - Cognizant and AC Nielsen - are being created through a tax-free special dividend and start trading today.

The rump of Dun & Bradstreet - Moody's and other credit services - continues as a separate entity.

The aim of the split, says Mr Bob Weissman, the youthful 56-year-old former chairman of D&B and new chief executive of Cognizant, is to enhance shareholder value by allowing the companies to preserve good strategies and make better decisions.

Managing the old D&B became increasingly difficult because it was so diverse, he explains. The company included mature but highly lucrative businesses such as Yellow Pages and Moody's, the ratings service; AC Nielsen, the barely profitable information group supplying data for the fast-moving consumer goods industry; and rapidly growing operations such as IMS, the healthcare information group.

Cognizant declares independence



Robert Weissman, Chairman and CEO of Cognizant

making that investment difficult to fund. In contrast, IMS wanted to expand through acquisitions. But the shortage of cash held back its ambitions, and the high dividend made using stock issues expensive.

The split has meant a cut in dividends, concedes Mr Weissman. Cognizant, which includes IMS, Gartner and Nielsen Media Research, will have a pay-out ratio of 8 per cent; AC Nielsen will not have a dividend; and the D&B rump - essentially Moody's - will have a pay-out ratio of 48 per cent.

Revenues from CVRD's railway and port services were stable at about \$2437m. Railway revenues declined 1.9 per cent, while port revenues increased 6.3 per cent.

Brewers try to solve dispute

By Robert Gibbens in Montreal

Molson Breweries, the Canadian brewer, will continue producing Coors beer in Canada until June 30 1997, while the two companies try to solve a long-term licensing dispute.

agreement with Molson Breweries, which allowed Molson Breweries to produce Coors brands in Canada. Molson Breweries is owned 40 per cent by Molson Companies, a holding company, and 40 per cent by Foster's of Australia.

On October 18, a Canadian arbitration panel ruled that Molson Breweries did break the licensing agreement. It ended the agreement as of April 1993, requiring Molson Breweries to face paying Coors its share of profits over 3 1/2 years.

Monsanto reaps benefit of genetic engineering

US group prepares for new 'green revolution'

When US soybean farmers complete their near-record harvest this autumn, they will be reaping the benefits of change at Monsanto, the St Louis-based chemical and pharmaceutical company.

With this year's harvest, Monsanto will realise the first commercial fruits of a \$1bn, 15-year research effort to enhance common plants through genetic engineering.

proprietary technology all the way down the product stream and to get it into the fields at a premium price.

Advertisement for The Britt Allcroft Company plc, including details of share offerings and financial information.

Although official results are not yet in, first reports are that the transgenic seed yielded 20 per cent more than its conventional neighbours and required fewer applications of chemicals - more than compensating growers for its premium price.

Chemicals accounted for 40 per cent of Monsanto's \$7bn revenues in the first nine months of this year, but generated just 20 per cent of its \$1.2bn operating income in the same period.

While analysts agree Monsanto has the dominant position in the plant gene-transfer business, it is just one in a gathering of global giants.

AMERICAS NEWS DIGEST

Data General ahead of forecasts

Data General reported stronger than expected earnings for its fourth quarter and year. The US mid-range computer manufacturer, which has been struggling for several years, attributed its results to a successful transition to new products.

Net income for the fourth quarter, ended September 23, was \$9.9m, or 24 cents a share. Wall Street analysts had been expecting earnings of about 19 cents a share. In the same period last year, the company reported net income of \$1.5m, or 4 cents. Revenues for the quarter were \$338.2m, up 7 per cent from \$312.8m in the same period last year.

Data General's new computer systems, based on Intel microprocessor chips, now represent more than 40 per cent of server sales, the company said.

Horsham and Trizec to merge

Horsham and Trizec, two companies controlled by Canadian financier Mr Peter Munk, received shareholder approval yesterday to merge into Trizec Haan.

Mr Munk took control of Trizec, formerly owned by the Bronfman family of Toronto, in a big financial restructuring in July 1994 as the North American property slump ended.

Trizec Haan stock will be traded on the New York, Toronto and Montreal stock exchanges. Horsham posted third quarter earnings of US\$53m, or 49 cents a share, against US\$14.1m, or 14 cents, a year earlier.

Dofasco may raise dividend

Dofasco, Canada's biggest steelmaker, is considering raising its dividend or buying back shares following a strong profit performance this year.

The company, which specialises in flat rolled products for the car industry, earned C\$50.1m (US\$37m), or 53 cents a share, in the third quarter, up 10 per cent from C\$45.3m, or 52 cents, a year earlier.

Western Star hit by downturn

The cyclical downturn in North American heavy truck demand hit Western Star, the Canadian-based producer which owns ERF of the UK, in the first quarter of fiscal 1997.

The quarter included extra cost for developing its new line of heavy trucks made in British Columbia. Lower demand had led to aggressive pricing and lower margins throughout the industry, said Mr Drew Fitch, executive vice-president.

Mitel advances to C\$16.5m

Mitel, the Canadian telecommunications equipment group, exceeded market forecasts with net profit of C\$16.5m (US\$12.3m) or 15 cents a share in the second quarter ended September 27, up from C\$15m or 13 cents a share a year earlier.

Mitel, a PBX and semiconductor producer, has set record sales over the past two quarters partly due to buying a Swedish semiconductor plant last March. It is now moving aggressively into computer-telephone integration products.

Advertisement for Benetton Group S.p.A., including details of a half-year report and share information.

Advertisement for Sino Land Company Limited, including details of convertible bonds and shareholder information.

Handwritten signature or mark at the bottom of the page.

COMPANIES AND FINANCE: UK

Shell disappoints in third quarter

By Jane Martinson

Royal Dutch/Shell, the Anglo-Dutch oil group, reported third quarter earnings below market expectations yesterday, after restructuring charges and exploration write-offs.

Net profits fell to £1.2bn (\$1.82bn), against £1.2bn in the three months to September 30, on a replacement cost basis and excluding exceptional items. This was despite oil prices reaching

their highest level since the Gulf war. The shares fell 15p to £10.05 1/4 after a strong run in recent months.

Mr John Toalster, sector analyst at Société Générale Strauss Turnbull, said: "These figures are somewhat disappointing given the strength of oil prices in the quarter."

Analysts had expected continuing difficulties in Shell's chemicals trading arm and squeezed margins

in its refineries businesses. However, there was some surprise over the cost of up to \$50m (\$31m) for restructuring in Malaysia, where there had been 600 redundancies. Shell also wrote off exploration costs of \$22m, some 54 per cent higher than last time.

Analysts' forecasts for 1996 profits range from £5.2bn to £5.8bn.

Exploration and production earnings provided the biggest fillip in the quarter,

with a 74 per cent rise to \$595m. This was mainly due to higher oil prices, but was helped by increased oil production, gas sales outside the US and lower costs. In the US, exploration and production earnings more than doubled to £155m.

Oil prices averaged \$20.90 a barrel in the period, up 23 per cent on the year. Shell expected them to continue to be volatile, although they had been "robust" in the fourth quarter.

Cash flow of £1.98bn from operating activities was \$500m lower than last time. However, Mr Henry Strick, head of investor relations, said this was due to a change in the accounting treatment of short-term debt.

The group had net cash at the period end, a position which Mr Strick said was "not part of the declared policy" of the group. One analyst said this indicated scope for a big dividend increase.

See Lex

Product shake-up at Body Shop

By Peggy Hollinger

Body Shop, the environmentally-led cosmetics manufacturer and retailer, is to shake up its range of products in a bid to attract higher spending customers into its shops.

Mr Gordon Roddick, chairman, said the group planned to cut its range of green label products by about a fifth, eliminating the cheaper non-contributing lines. "The stores are over-stocked like an overnight case that is overflowing," he said.

The revamp, which would also include new store formats, was part of Body Shop's strategy to chase the "higher average transaction customer", Mr Roddick said.

Meanwhile, the group was close to concluding its eight-month search for a non-executive director to strengthen the board. Mr Roddick said Body Shop was keen to get someone with relevant experience. "If all we wanted was a non-executive director we could have gone out and chosen a large orange-nian and put him on the board," he said.

He was speaking at the group's interim results meeting, where the group announced a higher-than-expected 11 per cent jump in pre-tax profits to £11.8m (\$19.5m) in spite of increased losses in the US.

Turnover for the 26 weeks to August 31 rose by 11 per cent to £117.1m. Retail sales - which represent all sales through Body Shop's 1,436 outlets worldwide, both owned and franchised - rose by 13 per cent to £275.5m.

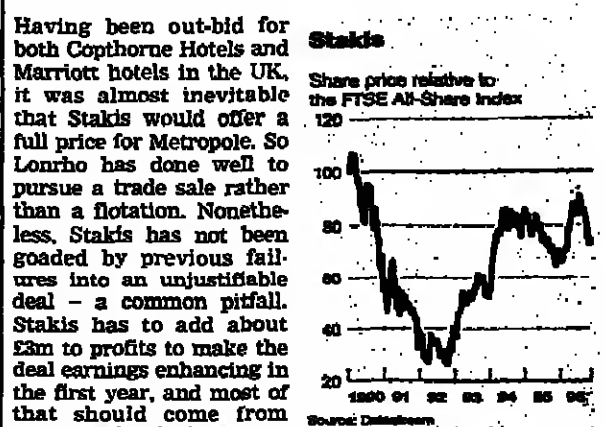
Losses in the US rose by \$1m to \$3.4m. Mr Roddick said the recent appointment of Mr Steen Kanter, a retailer with experience of the US market, to head the division was expected to "bring significant benefits to our US retail business".

The shares rose 4 1/2 p to 200p.

See Lex

LEX COMMENT

Stakis



Having been out-bid for both Copthorne Hotels and Marriott hotels in the UK, it was almost inevitable that Stakis would offer a full price for Metropole. So Lourho has done well to pursue a trade sale rather than a flotation. Nonetheless, Stakis has not been goaded by previous failures into an unjustifiable deal - a common pitfall. Stakis has to add about £2m to profits to make the deal earnings enhancing in the first year, and most of that should come from removing head office costs and streamlining management. Metropole focused on its highly successful conference business, achieving low occupancy levels but high room rates. So Stakis should boost revenues by bringing in a broader spectrum of customers. The group has committed itself to achieving a 13 per cent post tax return on capital, and it has delivered in the past. Furthermore, the hotels are already in good shape, so Stakis can use its remaining financial muscle to invest in higher-return casinos and health clubs.

The deal may not excite short-term profits, but it increases the group's clout in a hotel market where demand is outstripping supply. On a ratio of enterprise value to cash flow, Stakis has sunk to the bottom of the range in a UK hotel sector that has got indigestion from a surfeit of flotations. But it is too early for investors to worry about the next downturn in demand. And even for those of a nervous disposition, Stakis' management has earned a better rating against its peers.

Crack in glass prices knocks Pilkington

By Rose Tiernan

A Europe-wide slump in prices for building glass knocked first-half pre-tax profits at Pilkington down 28 per cent to £75m (\$122.3m).

The slide came despite a strong performance in the US, especially on the automotive side, and notwithstanding some £35m of benefits from an aggressive cost-cutting drive launched last year.

Reinforced by an unchanged dividend of 1.75p, the shares closed at 171p, up 1 1/2 p.

Sir Nigel Rudd, the chairman, said: "We would expect to see an improving trend in the second half of the year."

Like its chief rivals worldwide, Guardian of the US and St Gobain of France, Pilkington has been battling against a combination of falling prices and insufficient capacity utilisation in Europe since the beginning of 1995.

Prices of commodity building glass in this market, have fallen 25 per cent.

Price weakness in Europe is being compounded by the loss of traditional export markets in the Middle East and Asia as capacity there comes on stream.

As a result, operating profits from its European building products businesses fell 40 per cent to £42m in the six months to September 30.



Nigel Rudd, right, with Roger Leverton - expecting an improving trend in the second half

Mr Roger Leverton, chief executive, said that since June, Pilkington had been able to increase its selling prices from DM4.5 to DM5.5 per sq m. But capacity utilisation in its European plants is running below 90 per cent. The company is seeking to

accelerate the restructuring of the business, Mr Leverton said. It also plans to export 50,000 tonnes of glass, about a third of the annual production of one of its float plants, from Europe to the US during the second half to help meet strong demand there.

The US business achieved operating profit of £36m (\$28m) during the first half on sales of £339m. The figures include a strong performance from one of its float plants, from Europe to the US during the second half to help meet strong demand there.

T&N steps up asbestos cover search

By Tim Burt

T&N, the engineering group and former asbestos producer, has stepped up the search for possible insurance cover against its asbestos liabilities.

The company, which as Turner & Newall was one of the UK's largest asbestos companies, has appointed specialist brokers to explore ways of capping its exposure to compensation claims -

mainly from the US. The move coincides with a preliminary hearing in the US Supreme Court today on the "Georgine Settlement", a class action setting fixed payments for sufferers of asbestos-related diseases.

T&N has warned it would have to double this year's asbestos provision to about \$100m if the Supreme Court upheld an earlier ruling that the settlement did not constitute a class action.

If the court decided to review the case, the fixed payment system would remain in place until formal hearings begin next year.

But if the case is thrown out, T&N would face a big rise in personal injury claims in the US. A decision is expected early next week.

In the meantime, T&N has formally asked brokers - thought by some analysts to be Sedgwick - to draw up insurance proposals to

reduce future asbestos costs. Sir Colin Hope, chairman, had told institutional investors T&N would not take up cover unless the premiums were relatively modest. Even if it decides against taking such cover, it has vowed to inform shareholders before the year-end about its plans to resolve the uncertainty surrounding asbestos.

In the past 10 years, T&N has paid out more than \$250m (\$570.5m) to settle

claims. Fears of further payouts have undermined the shares this year, which have fallen from a peak of 187p and closed yesterday at 128p, up 1/2 p. Sir Colin, 63, has made it clear he is determined to put the issue behind T&N before standing down as executive chairman.

T&N has also told investors that it was pressing ahead with its stalled takeover of Kolbenschmidt, the German pistons maker.

Discovery stance upsets Premier

By Nikki Tait in Sydney and Jane Martinson in London

Premier Oil, the UK-based oil independent, said yesterday that it was "disappointed" with the reaction of Discovery Petroleum, the Australian oil and gas group, to its increased \$108.5m (\$86.4m) offer.

Discovery directors said the revised offer, 14 per cent higher than the original, still undervalued the company.

However, Mr Charles Jamieson, Premier's chief

executive, said the 10 cents increase to 80 cents a share was a "very fair offer", and Premier would now "wait and see".

The revised bid falls within the 77-95 cents a share valuation range determined by Grant Samuel, which was called in to provide a fresh valuation of Discovery's assets.

Discovery directors pointed out that the revised bid was "significantly" below the mid-point of that range, but added that they

were still reviewing the new terms. Discovery also revealed that Oil Search, another Australian oil group, which bought a 10.1 per cent stake in Discovery after the Premier offer was announced, was reviewing the additional information.

Oil Search has not ruled out the possibility of a rival offer. The company, which operates mainly in Papua New Guinea, has claimed that its purchase was driven by a desire to diversify and not by the Premier bid.

Mr Steve Lowden, a Premier director, said the higher offer was justified by a "greater understanding of Discovery's assets". Mr Lowden declined to say whether the latest Premier bid would be final.

The offer needs a minimum 50.1 per cent acceptance level. The deadline has been pushed back one month to December 11.

Discovery shares rose three cents to 80 cents, while in London Premier shares eased 1/2 p to 32 1/2 p.

RESULTS

Company	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends corresponding dividend	Total for year	Total last year
Air London Intl	35 (29)	2.16 (1.07)	14.9 (7.6)	14.10	Dec 16	2.4	16 1/2	4
Ballymore	0.028 (-)	0.0354 (-)	0.027 (-)	0.027 (-)	-	-	-	4 1/2
Berlins	1.9 (1.36)	15.49 (1.1)	65.7 (3.18)	-	-	-	-	8 1/2
Body Shop Intl	117.1 (105.4)	11.8 (9.1)	3.8 (2.8)	1.5	Jan 9	1.08	1.5	4.5
BS	3.07 (3.34)	0.958 (0.243)	14.91 (3.89)	-	-	-	-	-
Bute Resources	0.427 (0.155)	0.084 (0.125)	0.006 (0.012)	-	-	-	-	-
Capellen	1.6 (0.788)	0.08 (0.541)	0.07 (0.58)	-	-	-	-	-
Chaparral	1.67 (1.07)	0.897 (0.119)	1.05 (0.42)	-	-	-	-	-
Foran	7.32 (18.9)	0.003 (2.93)	nil (11)	nil	Dec 6	nil	nil	nil
Gearhouse	24.9 (15.8)	2.74 (1.71)	18.1 (18.2)	3.7	-	3.7	-	-
Grampian	0.148 (-)	0.224 (-)	2.74 (-)	-	-	-	-	-
Ind Energy	0.529 (-)	0.283 (-)	2 (-)	-	-	-	-	-
Intelligence Tech	5.88 (6.51)	0.574 (0.401)	8.43 (5.17)	2.9	Dec 16	5.8	3.9	7.8
Just	0.772 (0.779)	0.218 (0.141)	0.141 (0.11)	-	-	-	-	-
London & Metro	1.52 (1.94)	2.18 (1.8)	4.8 (3.8)	-	-	-	-	-
Pilkington	1,538 (1,369)	754 (104)	3.2 (7.3)	1.75	Feb 14	1.75	-	5
Premier Health	3.1 (3.05)	0.361 (1.19)	4.7 (15)	-	-	-	-	4
Royal Dutch/Shell	3.48 (3.9)	7.5 (2.5)	72.9 (2.5)	-	-	-	-	33.3
Shawcross	80.577 (70.525)	4.25 (0.872)	46.5 (38.4)	-	-	-	-	-
Tandem	3.89 (2.66)	0.128 (0.105)	3.8 (4.4)	-	-	-	-	nil
Westport	14.6 (13.4)	18.3 (0.41)	15.1 (0.03)	-	-	-	-	-

Investment Trusts

Company	NAV (p)	Attributable Earnings (p)	EPS (p)	Current payment (p)	Date of payment	Corresponding dividend	Total for year	Total last year
Chiltern Bld Soc	98.5 (95.5)	0.028 (-)	1.99 (-)	1.4	Nov 30	-	-	-
Fidelity Special	136.42 (111.79)	0.01 (0.33)	0.22 (0.68)	1	Jan 6	1	-	2.9
HS UK Smaller	175.19 (192.29)	0.32 (0.483)	1.52 (4.37)	-	-	-	-	-
Kleinwort Emerging	131.9 (120.4)	0.084 (0.032)	0.3 (0.11)	-	-	-	-	-

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. Includes 10p special. All stock. After exceptional charge. After exceptional profit. 140 special interim was paid in July. Foreign income dividend. Irish currency. On increased capital. US\$M stock. Net income after special credits. Listings for Royal Dutch/Shell, B.L. 10.95. All prices. Comprehens for 48 weeks. 48 March 31.

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(The "Bonds")

NOTICE TO BONDHOLDERS

The Directors of Sino Land Company Limited ("the Company") on 1 October, 1996 proposed a final dividend of HK\$0.12 per share (with an option for scrip dividend) for the year ended 30 June, 1996 to 22 shareholders whose names appear on the register of members on 22 November, 1996. This final dividend is payable on 20 December, 1996.

This final dividend is subject to the approval of shareholders of the Company at the Annual General Meeting to be held on 22 November, 1996. The dividend warrants will be despatched on or about 20 December, 1996.

The register of members of the Company will be closed from 18 November, 1996 to 22 November, 1996 (both dates inclusive).

Registered holders of existing Bonds so as to be entitled to the said final dividend should lodge the properly completed and signed conversion forms together with the bond certificates with their Agent as set out below before 4.00 p.m. (Hong Kong time) on 22 November, 1996.

By Order of the Board
Eric Sai Kwong
Secretary
Hong Kong

1 November, 1996
By Citibank, N.A. Corporate Agency & Trust, Agent Bank

Wace share price halves on warning

Shares in Wace Group yesterday after halved in value after the UK printing company issued its second profits warning in six months and announced the sale or closure of several printing plants, writes Tim Burt.

The company saw its shares tumble from 134 1/2 p to 69 1/2 p, compared with a 12-month high of 28 1/2 p, after it warned the £13.6m cost of withdrawing from low margin activities would push it into loss. Wace, the world's largest pre-press printing specialist, had been expected to report pre-tax profits of £12m-£14m this year.

Yesterday, however, it said sales growth had failed to materialise and operating profits would be well below expectations. The announcement followed a similar warning in May, when it was hit by deatocking, higher raw material costs and price pressure.

In a bid to stem the decline, it announced plans to close its Glasgow plant and its small New York printing site. It will also sell its US print businesses in Grand Rapids and Memphis and seek a buyer for its Dutch printing operation.

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NEW ISSUE

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OCTOBER, 1996

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Deutsche Morgan Grenfell

J.P. Morgan Securities Ltd.

Nikko Europe Plc

UBS Limited

INTERNATIONAL CAPITAL MARKETS

Brussels announcement lifts Europe's high-yielders

GOVERNMENT BONDS

Mr Alex Cooper, manager with Tullett and Tokyo, said that at Lifite there had been fresh - mainly domestic - buying of BTP contracts...

The European Commission's decision formally to back France's controversial deficit reduction measures buoyed high-yielding European bonds, ending the jitters which have dogged these markets in recent weeks.

Mr Alex Cooper, manager with Tullett and Tokyo, said that at Lifite there had been fresh - mainly domestic - buying of BTP contracts...

Emu 'likely to be positive' for member countries' ratings

European Monetary Union is likely to be positive or at worst neutral for the credit ratings of member countries, according to IBCA, the European rating agency...

In the near term people will start talking about 150 basis points in Spain and 200 basis points in Italy, she said.

would offset the loss for some countries of triple A domestic currency credit ratings.

The sterling rate cut continued to subside volume and prices in the gilt and money markets. Long gilt futures fell for the second day on Life in London.

GDP. He said when the credibility of the union had been established, the Euro area would be awarded its own triple AAA rating.

Mr Philip Shaw, of Union Discount in London, said the money markets were still adjusting to the interest rate change.

bank bills on offer, because institutions needed to keep them on their books at the end of the month.

US Treasury prices recovered Wednesday's losses, but held within a narrow range as economic data provided little new information about the direction of the economy and traders waited for figures on October employment, which are due out today.

The low rate of consumption led little to comfort the market as it was hinted at in the weak consumption figure in the third-quarter gross domestic product figure released yesterday.

Instead, the increase in earnings led many economists to speculate that consumer spending might lead to stronger economic growth in the fourth quarter.

NatWest offering warmly received

INTERNATIONAL BONDS

Markets handed the placement of 97 per cent of the amount, leaving the equivalent of \$180m to be sold by the co-lead.

When NatWest Markets yesterday launched its long-awaited corporate loan securitisation, other banks were surprised and disappointed to be held by the lead manager...

But in spite of its size, the deal was almost entirely pre-empted by NatWest, the book runner, with help from six co-lead managers.

NatWest official. "We could soon be back in the market." Although all the loans were of a quality equivalent to a double-A rating...

was aimed at Asian investors. Although it follows the traditional German issuance procedure, the issue is listed in Singapore.

Depôts et Consignations, joint lead manager with BZW. Although Bayer Hypo had already tapped the French market, CDC said this was its longest maturity yet...

Paris said: "there are quite a few horrors lined up, but I am not sure demand will follow."

Free terms, non-cum unless stated. Yield spread (over best bid) at launch supplied by lead manager. Floating-rate notes, 3-month annual coupon. For fixed-rate offers, see shown at offer level.

WORLD BOND PRICES

Table with columns: Coupon, Maturity, Price, Day's Change, Yield, Week Ago, Month Ago. Includes Australia, Austria, Belgium, Canada, Denmark, France, Germany, Italy, Japan, Netherlands, Portugal, Spain, Sweden, UK Gilts, US Treasury, ECU French Govt.

BUND FUTURES OPTIONS (IFFE) DM250,000 points of 100%

Table with columns: Strike Price, Dec, Jan, Feb, Mar, Dec, Jan, Feb, Mar. Includes Dec 100.00, 100.75, 101.50, 102.25.

Italy

NOTIONAL ITALIAN GOVT. BOND (BTP) FUTURES (IFFE) Lit 200m 100ths of 100%

Table with columns: Open, Settle, Change, High, Low, Est. Vol., Open Int. Includes Dec 122.90, 123.48, 122.69.

Spain

NOTIONAL SPANISH BOND FUTURES (MEFF)

Table with columns: Open, Settle, Change, High, Low, Est. Vol., Open Int. Includes Dec 106.70, 107.31, 107.31.

UK

NOTIONAL UK GILT FUTURES (IFFE) £50,000 2ndths of 100%

Table with columns: Open, Settle, Change, High, Low, Est. Vol., Open Int. Includes Dec 108.19, 108.10, 108.10.

ECU

ECU BOND FUTURES (MATIF) ECU100,000

Table with columns: Open, Settle, Change, High, Low, Est. Vol., Open Int. Includes Dec 93.90, 93.99, 93.94.

US

US TREASURY BOND FUTURES (CBT) \$100,000 32nds of 100%

Table with columns: Open, Settle, Change, High, Low, Est. Vol., Open Int. Includes Dec 112-15, 112-21, 112-21.

Japan

NOTIONAL LONG TERM JAPANESE GOVT. BOND FUTURES (JBF) ¥100m 100ths of 100%

Table with columns: Open, Close, Change, High, Low, Est. Vol., n/a. Includes Dec 125.48, 124.58, 124.48.

Other Fixed Interest

Table with columns: Issuer, Maturity, Yield, Price, etc. Includes Australia, Austria, Belgium, Canada, Denmark, France, Germany, Italy, Japan, Netherlands, Portugal, Spain, Sweden, UK Gilts, US Treasury, ECU French Govt.

FTSE Actuaries Govt. Securities

Table with columns: Price Index, UK Gilts, etc. Includes 1 Up to 5 years (21), 2 Up to 5 years (19).

UK Indices

Table with columns: Index, Oct 31, Oct 30, etc. Includes All stocks (54), All stocks (54).

FT Fixed Interest Indices

Table with columns: Oct 31, Oct 30, Oct 29, etc. Includes Govt. Secs. (UK), Fixed Interest.

Gilt Edged Activity Indices

Table with columns: Oct 30, Oct 29, Oct 28, etc. Includes Gilt Edged bargains, 5-day average.

FT/ISMA INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market. Latest prices at 7:30 pm on October 31.

Large table with columns: Issued, Bid, Offer, Chg, Yield. Includes US DOLLAR STRAIGHTS, US TREASURY STRAIGHTS, FOREIGN GOVT. BONDS, etc.

CONVERTIBLE BONDS

Table with columns: Issued, Bid, Offer, Chg, Yield. Includes Allied-Lyons, Gilt Edged, etc.

Other Fixed Interest

Table with columns: Issuer, Maturity, Yield, Price, etc. Includes Australia, Austria, Belgium, Canada, Denmark, France, Germany, Italy, Japan, Netherlands, Portugal, Spain, Sweden, UK Gilts, US Treasury, ECU French Govt.

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Swiss franc declines on gold rumours

MARKETS REPORT

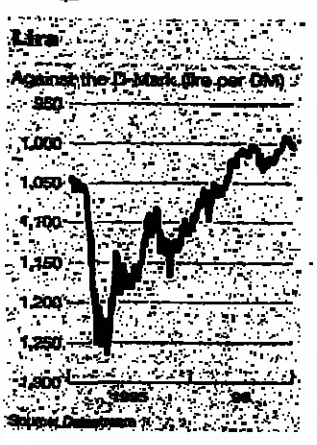
By Graham Bowley

The Swiss franc fell sharply on the foreign exchanges yesterday amid rumours that the Swiss authorities are considering a suspension of banking secrecy laws to help find Nazi gold hidden in Swiss banks.

controversial measures to reduce its budget deficit to qualify for a single currency. This makes it more likely that Italy would be able to meet the budget criteria for the Euro, traders said.

The dollar closed in London against the D-Mark at DM1.513, compared with DM1.507 at the previous close. It finished at Y113.74 against the yen, from Y113.9.

storing trade-weighted exchange rate index closed flat at 90.2. The French franc moved higher following the European Commission's announcement. This was in spite of a five basis point cut to 3.20 per cent in the Bank of France's intervention base rate.



He said this would play into the hands of the Swiss central bank since it wanted a weaker franc in order to ease pressure on the Swiss economy. He said a potential investor flight from the Swiss franc could benefit European high yielding currencies such as the Italian lira.

but recovered some ground later in the day. Mr Joe Prendergast, foreign exchange strategist at Merrill Lynch in London, said there was still an upside bias to the dollar against the yen in spite of its correction of recent sessions.

run it would weaken the dollar since it would make a US interest rate increase less likely. Mr Kenneth Clarke, UK chancellor, yesterday heralded the pound's strong rally since the summer as a sign of growing international confidence in the UK's long-term economic prospects.

Table titled 'POUND SPOT FORWARD AGAINST THE POUND' showing exchange rates for various currencies including Europe, Americas, and Asia. Columns include currency, closing mid-point, change on day, bid/offer spread, and forward rates for 1, 3, 6, and 12 months.

Table titled 'DOLLAR SPOT FORWARD AGAINST THE DOLLAR' showing exchange rates for various currencies including Europe, Americas, and Asia. Columns include currency, closing mid-point, change on day, bid/offer spread, and forward rates for 1, 3, 6, and 12 months.

Table titled 'WORLD INTEREST RATES' showing interest rates for various countries and currencies. Columns include country, rate type (overnight, one month, three months, six months, one year), and the rate percentage.

WORLD INTEREST RATES

Table titled 'MONEY RATES' showing interest rates for various countries and currencies. Columns include country, rate type (overnight, one month, three months, six months, one year), and the rate percentage.

Table titled 'EURO CURRENCY INTEREST RATES' showing interest rates for various European currencies. Columns include currency, rate type (overnight, one month, three months, six months, one year), and the rate percentage.

Table titled 'CROSS RATES AND DERIVATIVES' showing exchange rates for various currencies including the D-Mark, Swiss Franc, and Sterling. Columns include currency, rate type, and the rate value.

Table titled 'EUROPEAN CURRENCY UNIT RATES' showing exchange rates for various European currencies. Columns include currency, rate type, and the rate value.

Table titled 'UK INTEREST RATES' showing interest rates for various UK financial instruments. Columns include instrument type, rate type, and the rate percentage.

Table titled 'BASE LENDING RATES' showing base lending rates for various banks and financial institutions. Columns include institution name, rate type, and the rate percentage.

Table titled 'UK INTEREST RATES' showing interest rates for various UK financial instruments. Columns include instrument type, rate type, and the rate percentage.

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Advertisement for Union Limited, a futures and options broker. It includes contact information for London and New York, and a list of services offered.

Advertisement for Market-Eye, a real-time data provider for US and European markets. It lists various data feeds and contact details.

Advertisement for Knight-Ridder's Futures Market Data, providing real-time data for various futures markets. It includes contact information for London.

Advertisement for Shares - Tax Free, offering a service for investors to receive dividends tax-free. It includes contact information for London.

Advertisement for Quality Service, offering a service for investors to receive dividends tax-free. It includes contact information for London.

Advertisement for Haynes Publishing Group, a public limited company. It includes information about its shares and contact details.

Advertisement for SINGER and FRIEDLANDER LIMITED, a public limited company. It includes information about its shares and contact details.

Advertisement for TENFORE™, a service for investors to receive dividends tax-free. It includes contact information for London.

Advertisement for Linnco, a service for investors to receive dividends tax-free. It includes contact information for London.

Advertisement for Signal, a service for investors to receive dividends tax-free. It includes contact information for London.

COMMODITIES AND AGRICULTURE

Sumitomo copper affair prompts watchdog summit

By Laurie Morse in Chicago

The world's three most powerful commodity futures market watchdogs have organised a summit to discuss special concerns about global commodity market regulation in the wake of the Sumitomo copper scandal.

Officials from 18 countries, including China, have been invited to attend the conference, to be held in London at the end of November. They will examine ways of avoiding manipulation of physical markets for internationally-traded commodities such as copper, oil and sugar.

Many of the countries invited, including several in Europe, are considering the introduction of commodity futures contracts. One regulatory official said the proliferation of new physical markets made the summit "a unique opportunity for officials from jurisdictions that have fully-developed commodity markets to share their experience with officials who are just beginning to deal with physical commodities".

The UK's Securities and Investments Board, Japan's Ministry of Trade and Industry (MITI) and the Commodity Futures Trading Commission of the US are sponsoring the meeting. While much work has been done on cross-border co-operation by regulators for the fast-growing arena of financial derivatives, it is rare for regulators to confer specifically on commodity market oversight.

Ms Brookely Born, who heads the CFTC, said that the examination board could be overdue. While international commodities contracts have been traded for centuries, there were now greater opportunities for manipulation of the markets.

Issues of contract design and availability and transparency of deliverable supplies are expected to top the agenda for the meeting. The Sumitomo affair demonstrated the evolution of markets. Mr Yasuhiro Hamanaka, Sumitomo's chief metals trader, ran up huge losses in unauthorised copper trades, costing the trading house an estimated \$2.6bn.

Singapore launches rubber reforms

By James Kynge in Kuala Lumpur

The Singapore Commodity Exchange launches changes in its main rubber contract today in an attempt to boost volume in a market which has been in the doldrums for weeks. Sicom hopes the reforms will internationalise trading and maintain its position as south-east Asia's premier exchange.

The main reform is the launch of an "FOB" - free on board - futures contract which will not demand the rigorous testing of rubber required under the current "award" contract. The new contract will be denominated in US dollars as opposed to Singapore dollars. Because the physical trade is conducted in US dollars, this should eliminate currency risk and make it easier to hedge - reducing risk by taking a position which offsets existing exposure to market rate changes.

Rubber will no longer have to be shipped to approved Singapore warehouses or undergo the mandatory tests of the award system. Singapore warehouses are often more expensive than others in the region and the tests, which involve 20 different inspections, tend to prolong warehousing time. Singapore is keenly aware that it must reform ahead of possible competition from Indonesia - which some analysts say may start trading rubber futures by the middle of next year.

The TSR20 (FOB) contract will be for the October/December 1997 contract months. The TSR20 (award) contracts will continue to be traded until the July/September 1997 contract months.

Brazil's coffee industry gains influential voice

By Jonathan Wheatley in São Paulo

Brazil's new coffee policy council will fill a void in policy-making and allow the development of coherent policies for the first time since 1990, industry observers say.

The CDPC, created by presidential decree on Tuesday, gives the industry some influence over policy-making - something it has long demanded - and should help end years of incoherence over market policy.

The government hopes the CDPC will help raise production from about 25m 60kg bags a year to between 30m and 35m bags a year over the next decade.

The council, comprising six government and six private-sector members, is the first policy body set up since 1990 when the Brazilian Coffee Institute was swept away in a wave of restructuring under Mr Fernando Collor, then president.

"What's really important is that the council gives the industry and government a united voice," says Mr Lawrence Engles, a coffee analyst at GNI Research in Rio de Janeiro. "It will make Brazil stronger and more able to reflect its weight in the world market. Up to now there has been an embarrassing lack of policy and Brazil's delegation to the Association of Coffee Producing Countries has been unable to implement international agreements."

The remit of the CDPC is to co-ordinate coffee auctions to balance supply and demand on domestic and export markets; determine policy for warehousing and sale of the 4.2m bags held by the government and 9.2m bags held by a coffee development fund, Funcafé; set Funcafé's budget (the fund controls \$847m, including \$620m committed to investments in production, co-ordinate links between government, the private sector and international bodies; approve crop plans and mechanisms for crop estimates; and co-ordinate agricultural and market research.

The council will meet every two months under the chairmanship of Mr Francisco Dornelles, the trade and industry minister, who will have a casting vote. Mr Dornelles retains the right to take unilateral policy decisions, although observers say he is unlikely to do so. Mr Francisco Ourique, a coffee broker who helped develop the council, said it would help the industry meet demand for between 25m and 27m bags during 1996-97. Estimated output for the year is about 1.5m bags short of that target.

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CDPC should help Brazil meet future production targets

New challenge for US wheat

By Laurie Morse in Chicago and Deborah Hargreaves in London

US wheat futures prices continued their slide yesterday, as traders anticipated ample new supplies from southern hemisphere harvests and fears about the karnal hunt fungus re-emerged.

Wheat prices for December delivery tumbled 8 cents, to \$3.74 a bushel in mid-morning trading at the Chicago Board of Trade - a 40 per cent drop from the contract high and the lowest price the contract has reached in 17 months.

Wheat contracts for delivery later in 1997, closer to the next US wheat harvest, established all-time lows.

"People are concerned about big harvests in Argentina and Australia, and are worried that the US and [European Union] will resume their wheat subsidy battle," said Mr Jerry Gidel, of Dean Witter Reynolds. Traders said the market continued to be hit by reports of wheat exports being rejected due to karnal hunt and other funguses. Maize futures prices also tumbled in Chicago. Traders said the market expected the US Department of Agriculture to boost its US maize production estimate, currently at 9.01bn bushels, in its crop report, due to be published on November 12. December maize was trading at \$3.67 at midday, down 3 cents a bushel and its lowest level since August 1995. Crude oil prices slipped in late London trading following the announcement of a Kurdish ceasefire with Iraq. Traders interpreted this as bearish news for the oil market as it could bring Iraqi oil back to the market sooner. North Sea Brent crude for December delivery lost 17 cents, dropping to \$23.40 a barrel. The market had been much higher at \$23.92 earlier in the day. December futures at the New York Mercantile Exchange broke through a key support level of \$33.85 a barrel. The market had been stronger in early trading on the back of a rise in heating oil prices with a cold snap forecast for the north-eastern part of the US, where many households use oil for heating. The price slipped back in later trading to hover around its previous close of 68.86 cents a gallon. December white sugar futures on Liffe lost almost \$3 a tonne to tumble through a key support point at \$310 a tonne. Traders said the market was looking extremely weak as prices continued their "bear" run.

Prices slip on Liffe despite continuing tightness of supplies

Coffee prices eased yesterday after a choppy week of trading, but analysts say supplies remain tight and predict that continued strong buying interest from US and European roasters could push the market higher again over the longer term, Deborah Hargreaves writes.

Options Exchange to \$1,380, with New York futures mixed in light trading. GNI, the London brokers, said concerns over a possible delay to the Vietnamese coffee harvest because of heavy rains could lend some support to prices. "The supply situation remains tight and I don't expect it to ease before December," said Ms Jody Ganes, soft commodities analyst at Merrill Lynch in New York.

Nevertheless, African producers, who are holding their annual meeting on November 17, said they remained concerned about low coffee prices in spite of an agreement in place to limit exports. Meanwhile, Mr Celsius Lodder, head of the International Coffee Organisation, the producers and consumers body, predicted sharp growth in risk management instruments in the market which would have a key influence on prices.

Speaking in Bogota, he said the move among consumers to carry lower stocks would make it more important for exporters, traders and processors to resort to sophisticated financial mechanisms to offset price volatility.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

Table with columns for metal type (Aluminum, Copper, Lead, Nickel, Tin, Zinc), contract details, and prices. Includes sub-sections for LONDON METAL EXCHANGE and LONDON TRADED OPTIONS.

Precious Metals continued

Table with columns for metal type (Gold, Silver, Platinum, Palladium), contract details, and prices.

GRAINS AND OIL SEEDS

Table with columns for grain type (Wheat, Corn, Soybeans, Barley), contract details, and prices.

SOFTS

Table with columns for soft commodity type (Cocoa, Coffee, Sugar), contract details, and prices.

MEAT AND LIVESTOCK

Table with columns for livestock type (Live Cattle, Live Hogs, Pork Bellies), contract details, and prices.

ENERGY

Table with columns for energy type (Crude Oil, Heating Oil, Natural Gas), contract details, and prices.

PRECIOUS METALS

Table with columns for precious metal type (London Bullion Market), contract details, and prices.

FUTURES DATA

Table with columns for futures type (Volume Data, Indices), contract details, and prices.

INDICES

Table with columns for index type (Reuters, CRB, GCSP), contract details, and prices.

LONDON SPOT MARKETS

Table with columns for spot market type (Crude Oil, Gas Oil, Naptha), contract details, and prices.

BASE METALS

Table with columns for metal type (Aluminum, Copper, Lead, Nickel, Tin, Zinc), contract details, and prices.

Precious Metals continued

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LONDON SPOT MARKETS

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JOTTER PAD

A grid for a crossword puzzle with numbers 1 through 24.

CROSSWORD

No.9,214 Set by ARMONIE

A crossword puzzle grid with numbers 1 through 24.

ACROSS

- 1 Be concerned about politician's personal character (7)
2 Time to stir a rich confection (7)
3 Famous books Edward acquired (5)
4 Public announcer is one attempting to take possession of private club (4,5)
5 Cleo later cooked a sort of (9)
6 Classically elegant room (5)
7 Lie about second-class food (5)
8 A quiet young attendant, about to finish the supplement (9)
9 Obstruction made back run round pole (9)
10 Hapless daughter, rejected, is to lose heart (5)
11 Skopos a saint's blunder (5)
12 Succulent fruit found in a recent development (9)
13 Dash back to get European business (5)
14 The high point is who the first lady gets to lie down (7)
15 A criminal catches viral infection in profusion (9)
16 Dash back to get European business (5)
17 The high point is who the first lady gets to lie down (7)
18 Beat the fellow for touching (7)
19 The capacity is fulfilled (7)
20 Refuse carrier made young writer get up (8,3)
21 It is used to wash tender space traveller (5)
22 Admit soldiers to popular harbour (9)

DOWN

- 1 Weather Otto welcomed, being party drier (5)
2 Cue in hand, playing without restraint (9)
3 Dash around Northern Welsh town (5)
4 An artist in every performance finally gives pain to the listener (7)
5 Captivate parent, messing about on the river (9)
6 Having foreknowledge of the Channel Isles in this day and age (9)
7 Hate to fade in no time (9)
8 The army is on time to get the captive (7)
9 Clergyman entering enclosed bar (7)
10 Plunder is common around Leatherhead (5)
11 Ensemble performing without protection? (5)
12 Change a place in West London (5)

Handwritten signature or text in Arabic script.

Offshore Funds and Insurances

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4978 for more details.

FT MANAGED FUNDS SERVICE

LUXEMBOURG (SIB RECOGNISED)

Main table containing fund names, ISIN numbers, and performance metrics for various offshore funds and insurances.

LUXEMBOURG (REGULATED)

Table containing regulated fund names, ISIN numbers, and performance metrics.

OFFSHORE INSURANCES

Table listing offshore insurance companies and their details.

Handwritten scribble at the bottom of the page.

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 1773) 873 4878 for more details.

Table of fund prices including columns for Name, Price, Change, and Yield. Funds listed include Old Mutual International, Alpha Fund Management Ltd, and various other investment vehicles.

Table of fund prices including columns for Name, Price, Change, and Yield. Funds listed include Global Asset Management Corporation, Global Currency Funds, and various international investment funds.

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Advertisement for Macmillan Cancer Relief Fund. Text includes: 'HELP FILL THE CARE GAP IN BRITAIN', 'Support THE Macmillan Appeal', and 'Over one million people are living with cancer in Britain'.

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OTHER OFFSHORE FUNDS. A list of additional fund names and their corresponding prices and changes.

MANAGED FUNDS NOTES. A section providing detailed information and disclaimers regarding the funds listed in the advertisement.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing alcoholic beverage companies and their share prices.

BANKS, MERCHANT

Table listing banks and merchant companies and their share prices.

BANKS, RETAIL

Table listing retail banks and their share prices.

BREWERIES, PUBS & REST

Table listing breweries, pubs, and restaurants and their share prices.

BUILDING & CONSTRUCTION

Table listing building and construction companies and their share prices.

Table listing building materials and merchants and their share prices.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchants and their share prices.

CHEMICALS

Table listing chemical companies and their share prices.

CHEMICALS - Cont.

Table listing chemical companies and their share prices.

DISTRIBUTORS

Table listing distributor companies and their share prices.

DIVERSIFIED INDUSTRIALS

Table listing diversified industrial companies and their share prices.

ELECTRICITY

Table listing electricity companies and their share prices.

ELECTRONIC & ELECTRICAL EQPT

Table listing electronic and electrical equipment companies and their share prices.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Table listing electronic and electrical equipment companies and their share prices.

ENGINEERING

Table listing engineering companies and their share prices.

ENGINEERING - Cont.

Table listing engineering companies and their share prices.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies and their share prices.

EXTRACTIVE INDUSTRIES

Table listing extractive industries companies and their share prices.

EXTRACTIVE INDUSTRIES - Cont.

Table listing extractive industries companies and their share prices.

FOOD PRODUCERS

Table listing food producer companies and their share prices.

FOOD PRODUCERS - Cont.

Table listing food producer companies and their share prices.

GAS DISTRIBUTION

Table listing gas distribution companies and their share prices.

HEALTH CARE

Table listing health care companies and their share prices.

HOUSEHOLD GOODS

Table listing household goods companies and their share prices.

HOUSEHOLD GOODS - Cont.

Table listing household goods companies and their share prices.

INSURANCE

Table listing insurance companies and their share prices.

INVESTMENT TRUSTS

Table listing investment trusts and their share prices.

INVESTMENT TRUSTS - Cont.

Table listing investment trusts and their share prices.

INV TRUSTS SPLIT CAPITAL

Table listing investment trusts with split capital and their share prices.

INVESTMENT TRUSTS - Cont.

Table listing investment trusts and their share prices.

INVESTMENT TRUSTS - Cont.

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Advertisement for 'Greece' survey on Thursday, November 28. Includes contact information for Kirsty Saunders and Alec Kitroff.

Handwritten Arabic text at the bottom of the page.

LONDON SHARE SERVICE

MY TRUSTS SPLIT CAPITAL - Cont.

Table listing various investment trusts and their performance metrics.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts and their performance metrics.

INVESTMENT COMPANIES

Table listing investment companies and their performance metrics.

LEISURE & HOTELS

Table listing leisure and hotel companies and their performance metrics.

LIFE ASSURANCE

Table listing life assurance companies and their performance metrics.

MEDIA

Table listing media companies and their performance metrics.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies and their performance metrics.

OIL, INTEGRATED

Table listing integrated oil companies and their performance metrics.

OTHER FINANCIAL

Table listing other financial companies and their performance metrics.

PAPER, PACKAGING & PRINTING - Cont.

Table listing paper, packaging and printing companies and their performance metrics.

PHARMACEUTICALS

Table listing pharmaceutical companies and their performance metrics.

PROPERTY

Table listing property companies and their performance metrics.

PROPERTY - Cont.

Table listing property companies and their performance metrics.

SUPPORT SERVICES - Cont.

Table listing support services companies and their performance metrics.

RETAILERS, FOOD - Cont.

Table listing retailers and food companies and their performance metrics.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging and printing companies and their performance metrics.

RETAILERS, FOOD - Cont.

Table listing retailers and food companies and their performance metrics.

RETAILERS, GENERAL

Table listing general retailers and their performance metrics.

SUPPORT SERVICES

Table listing support services companies and their performance metrics.

SUPPORT SERVICES - Cont.

Table listing support services companies and their performance metrics.

TELECOMMUNICATIONS

Table listing telecommunications companies and their performance metrics.

RETAILERS, FOOD

Table listing retailers and food companies and their performance metrics.

TELECOMMUNICATIONS

Table listing telecommunications companies and their performance metrics.

TEXTILES & APPAREL

Table listing textiles and apparel companies and their performance metrics.

TOBACCO

Table listing tobacco companies and their performance metrics.

TRANSPORT

Table listing transport companies and their performance metrics.

WATER

Table listing water companies and their performance metrics.

WATER

Table listing water companies and their performance metrics.

AM

Table listing American companies and their performance metrics.

AM

Table listing American companies and their performance metrics.

AM - Cont.

Table listing American companies and their performance metrics.

AMERICANS

Table listing American companies and their performance metrics.

CANADIANS

Table listing Canadian companies and their performance metrics.

SOUTH AFRICANS

Table listing South African companies and their performance metrics.

GUIDE TO LONDON SHARE SERVICE

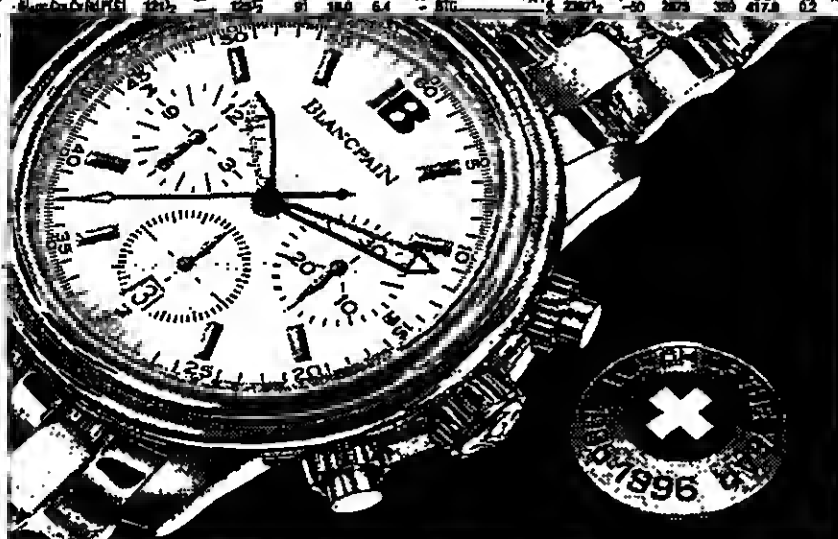
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LONDON STOCK EXCHANGE

Footsie regains its poise in late trading

MARKET REPORT

By Joel Kibzoo

The UK market yesterday made a brave attempt to regain its poise following Wednesday's quarter of a percentage point rise in base rates, but there was no hiding the fact that inflation is now back as an issue for investors.

about the inflationary pressures in the economy that moved centre stage.

The FTSE 100 index opened some 11.6 points down on the back of those concerns, although Wednesday's fall in the US equity market also played its part in denting sentiment.

Mr Richard Jeffrey, group economist at Charterhouse bank, said: "Prior to yesterday's increase, higher inflation was an area of speculation by individual economists. But by raising base rates the chancellor has put inflation on the market agenda."

However, it was not all doom and gloom and some continued to believe in the underlying

strength of the market. One such optimist is Mr Philip Wolstencroft, UK strategist at Merrill Lynch. He believes the market will continue steadily ahead because "profits grew well enough to offset p/e (price/earnings ratio) contractions brought by tighter monetary policy."

That feeling of underlying strength, together with an element of position covering by bears, saw the early weakness of the market reduced by late morning. However, volumes were initially low - a clear indication of traders' continued caution and the general unwillingness of some of the leading institutions to enter the fray.

That all changed in the afternoon. The early firmness on Wall Street following the release of sluggish US economic data helped trigger a turnaround in London's fortunes.

A firm futures contract, which was trading at a premium to fair value, also helped the cash market shake off some of its recent gloom. Footsie moved steadily ahead to close at the best level of the day, although dealers suggested a further advance had been checked by continued nervousness about inflation.

The leading index finished at 3,979.1, a gain of 15.2 on the day, recovering from a low of 3,951.9. The FTSE 250 continued to lag

behind and closed 3.3 down at 4,422.5. Long-dated gilts also came off their lows, but were still down 1/2 at the finish.

With activity having picked up in the afternoon, volume at the 6pm count was 658.5m shares, down on Wednesday's 720.8m shares. The value of customer business transacted on Wednesday was £1.3bn.

There was renewed interest in the food retailers, which analysts suggest is a defensive sector in the new climate on interest rates. Earlier this week, Charterhouse Tinsy suggested investors go overweight in the sector. Asda advanced on favourable ASB marketshare data.

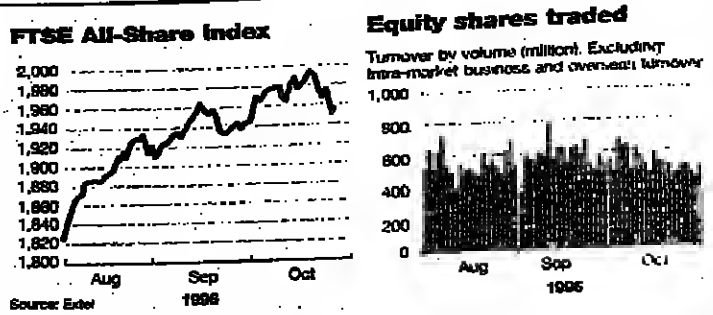


Table titled 'Equity shares traded' showing turnover by volume (millions) and value (£ million) for various sectors like Retail, Food, and Transport.

Table titled 'Indices and ratios' showing FTSE 100, FTSE 250, FTSE 350, FTSE All-Share, and FTSE All-Share yield, along with best performing sectors like Electricity and Retailers.

Broker boost for GenCos

By Peter John, Lisa Wood and Ramraj Gogna

A powerful showing from the UK generators placed them among the best Footsie stocks on the day as one of their brokers took a hard look at their performance and followed it up with some enthusiastic research.

Both National Power and PowerGen shrugged off the general weakness in the electricity sector, with UBS taking clients that worries over the companies were exaggerated. UBS believes arguments about competition from a second 'dash for gas' are unjustified. It adds that the generators are in any case unlikely to suffer a loss of margin as they will increasingly be able to cut costs through buying cheaper coal.

prices target on PowerGen and a 52p a share target on National Power. PowerGen shares rose 18 to 510p while National Power lifted 13 1/2 to 407p.

The food retailing sector, a popular choice for defensive investors at a time of interest rate rises, performed well, with Asda, the best stock in the FTSE 100, rising 4 1/2 to 117 1/2 p on trade of 21m shares, the heaviest volume in the market.

This was partly because of monthly figures from AGB Research which suggested that, in the month to October, Asda's total sales were growing at the fastest rate of all the main food retailers. Safeway, which rose 10 to 364 1/2 p, was also said to be doing well. In addition, UBS upgraded its forecasts for Asda from £355m to £340m this year and from £375m to £380m next year. UBS also reiterated its buy stance. Earlier this week, Charterhouse Tinsy recommended an "overweight" stance on the sector. Cookson, the industrial materials group, fell 1 1/2 to 226 1/2 p, with A&N Amro Hoare Govett downgrading its profit forecasts for the next two years mainly because of the performance of the group's electronics division. On Wednesday, NatWest Securities also trimmed its forecasts. Shell Transport, one of four big companies to report this week, disappointed with its figures - but only at the margin. The shares fell 13 to

1007 1/2 p, continuing a slide which has taken the price down from a recent closing peak of 1056p as the market reacted to figures slightly below the consensus of analysts' forecasts.

However, one specialist said if the effect of exploration charges, redundancy and stoppages were added back, the picture was much as expected. More significantly, Shell revealed it now has no net debt and the market is poised for news about significant restructuring of the European refining operations as well as a joint venture with Texaco. It will hold a big presentation in New York on December 13 and analysts said investors may hang fire until then.

Body Shop hardened 4 1/2 to 200p after results at the top end of the range, while Kingfisher hounced 6 1/2 to 663 1/2 p. Thorn softened 5 to 346 1/2 p following its announcement that it was to challenge a Wisconsin ruling on rental purchase transactions. Pilkington hardened 1 1/2 to 171p, in spite of a fall in first-half profits, as had been expected. BZW, which left its forecasts unchanged, moved the stock from a "hold" to a "buy" because it said the outlook painted by the group was rosier than it had thought and recent price increases in Europe appeared to be sticking. Guinness fell 5 1/2 to 440p after what one analyst described as dull figures for the Far East from Seagram, a big competitor. In addition, marketmakers have been defensive after speculation that LVMH might fund its £1.58bn acquisition of a majority stake in DFS, the

American duty free shopping chain, by selling part of its holding in Guinness. However, analysts said this was unlikely as LVMH had a strong balance sheet.

Stakis hardened one penny to 96 1/2 p after it confirmed a £222m rights issue to buy the Metropole hotel chain. Healthcars group Eadis Holdings fell 5 1/2 to 12 1/2 p on a profits warning. Printing specialist Waco fell sharply after warning that 1996 profits would be substantially lower than current market expectations. The shares were down 6 1/2 to 69 1/2 p. Insurer Commercial Union spiked up 9 1/2 to 648 1/2 p just before the close of trading on the back of an options-related trade carried out by one US broker.

Pharmaceuticals leader Zeneca fell 24 to 167 1/2 p on continued profit-taking as overseas markets remained out of favour in the light of the UK rate increase and the strength of sterling. Chemicals group Curatools rose 16 to 456p with BZW reiterating its positive view on the group. Airport operator BAA shed 9 1/2 to 497 1/2 p in the wake of a report suggesting it could face a big tax bill under a Labour government. The press report said BAA could have to pay more than £500m if it was included in Labour plans for a windfall levy on privatised utilities. However, some analysts said BAA was not regarded as a prime target for the levy. Perkins Foods softened 2 to 84p following its announcement of a one-for-six rights issue at 74 pence per share, raising £15.5m to help fund the acquisition of the Dutch Dissekoo Group. One analyst said that the market had not been expecting a rights issue and it had

Table titled 'FUTURES AND OPTIONS' showing FTSE 100 INDEX FUTURES (LFFE) and FTSE 250 INDEX FUTURES (LFFE) prices and changes.

Table titled 'LONDON RECENT ISSUES: EQUITIES' listing various companies like BAA, Zeneca, and Curatools with their issue details.

Table titled 'LONDON RECENT ISSUES: EQUITIES' (continued) listing more companies like BAA, Zeneca, and Curatools.

Table titled 'LONDON RECENT ISSUES: EQUITIES' (continued) listing more companies like BAA, Zeneca, and Curatools.

Table titled 'FT 30 INDEX' showing index values for various sectors like FT 30, Ord. div. yield, P/E ratio, and Shares traded.

Table titled 'SEAG bargains' showing data for SEAG, Equity turnover, and Shares traded.

Table titled 'FTSE AIM' showing index values and shares traded for the AIM market.

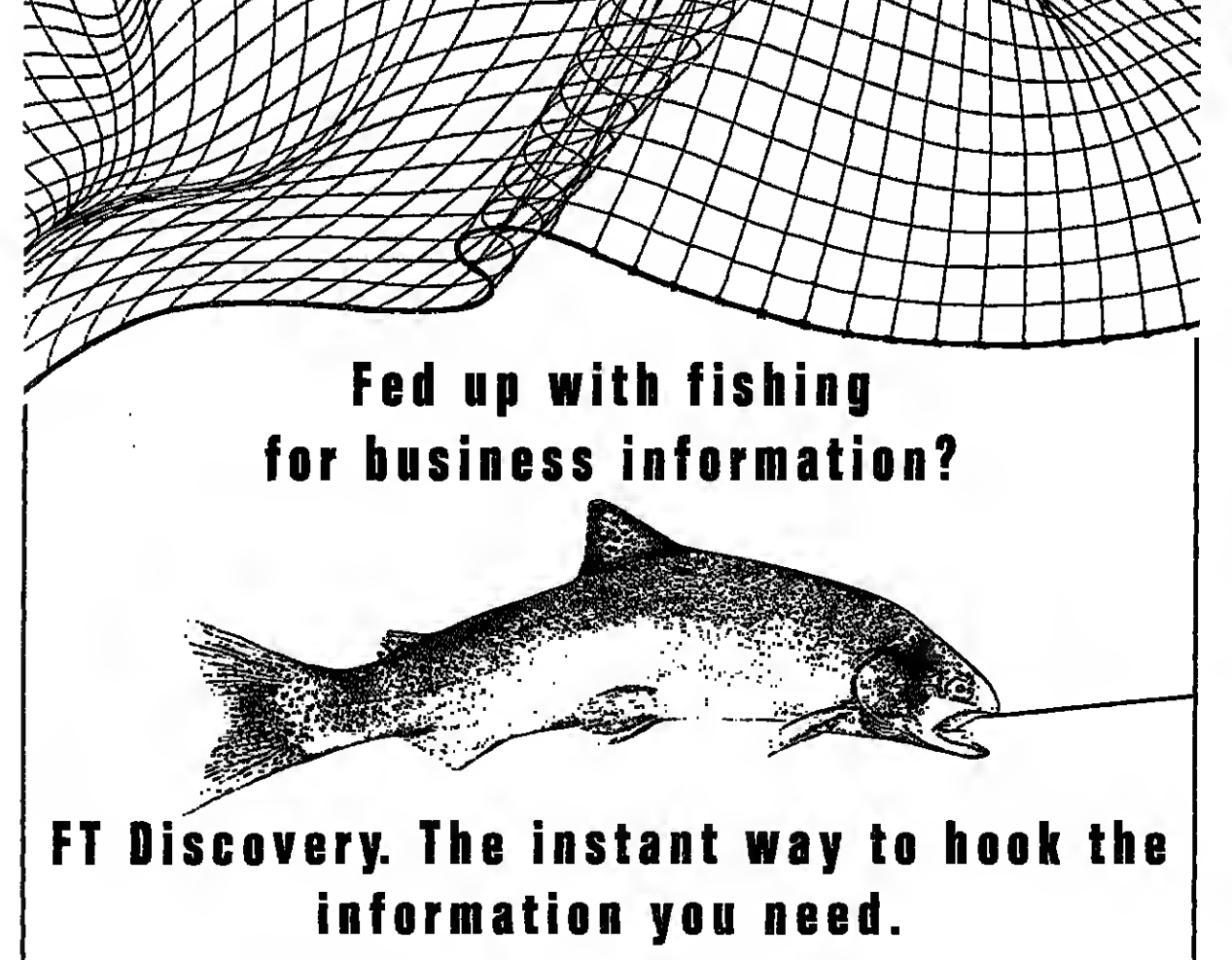
Table titled 'London market data' showing rises and falls, total rises, and shares traded.

Table titled 'FT GOLD MINES INDEX' showing index values and shares traded for gold mines.

Table titled 'Regional indices' showing values for Africa, Australia, and North America.

Table titled 'FTSE Actuaries Share Indices' showing values for various actuarial sectors.

Table titled 'FTSE Actuaries Industry Sectors' showing values for various industry sectors.



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Table titled 'Hourly movements' showing index values at different times of the day.

Table titled 'FTSE 350 Industry baskets' showing values for various industry baskets.

Text providing information about the FTSE Actuaries Share Indices and how they are calculated.

Table titled 'Major Stocks Yesterday' showing price changes for various major stocks.

Table titled 'Major Stocks Yesterday' (continued) showing price changes for more major stocks.

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Text explaining the methodology for selecting major stocks and the source of the data.



Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

EUROPE

Table of stock market data for Europe, including Australia, Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Japan, Korea, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, Taiwan, Thailand, Turkey, UK, and USA.

ASIA

Table of stock market data for Asia, including Hong Kong, India, Indonesia, Korea, Malaysia, Philippines, Singapore, South Africa, South Korea, Taiwan, Thailand, and Turkey.

AMERICA

Table of stock market data for America, including Canada, Mexico, and USA.

AFRICA

Table of stock market data for Africa, including Egypt, Kenya, Nigeria, South Africa, and Zimbabwe.

NEW ZEALAND

Table of stock market data for New Zealand.

Advertisement for Rockwell components for heavy and medium duty trucks and trailers, featuring the Rockwell logo and text: 'Rockwell components for heavy and medium duty trucks and trailers keep businesses on the road to exceptional performance.'

Table of stock market data for Europe (continued), including Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Japan, Korea, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, Taiwan, Thailand, Turkey, UK, and USA.

Table of stock market data for Asia (continued), including Hong Kong, India, Indonesia, Korea, Malaysia, Philippines, Singapore, South Africa, South Korea, Taiwan, Thailand, and Turkey.

Table of stock market data for America (continued), including Canada, Mexico, and USA.

Table of stock market data for Africa (continued), including Egypt, Kenya, Nigeria, South Africa, and Zimbabwe.

Table of stock market data for New Zealand (continued).

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Table of stock market data for Africa (continued), including Egypt, Kenya, Nigeria, South Africa, and Zimbabwe.

Table of stock market data for New Zealand (continued).

INDICES

Table of various stock indices including Dow Jones, S&P 500, Nikkei, etc.

US INDICES

Table of US stock indices including Dow Jones, S&P 500, Nikkei, etc.

NEW YORK

Table of New York stock market data including various stocks and their prices.

ASIA

Table of Asian stock market data including various regional indices and stocks.

AFRICA

Table of African stock market data including various regional indices and stocks.

INDEX FUTURES

Table of index futures data including various contracts and their prices.

WORLD

Table of world stock market data including various regional indices and stocks.

NEW YORK

Table of New York stock market data including various stocks and their prices.

ASIA

Table of Asian stock market data including various regional indices and stocks.

AFRICA

Table of African stock market data including various regional indices and stocks.

Footnote containing legal disclaimers and contact information for the publisher.

NEW YORK STOCK EXCHANGE PRICES

3:30 pm October 31

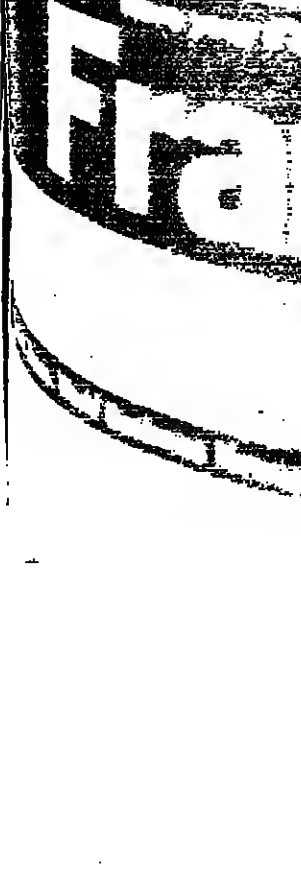
Table of stock prices for companies starting with 'A' through 'Z'. Columns include company name, price, and change. Includes sub-sections for 'A', 'B', 'C', 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

Table of stock prices for companies starting with 'A' through 'Z'. Columns include company name, price, and change. Includes sub-sections for 'A', 'B', 'C', 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

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Continued on next page

Handwritten Arabic text: 'سوق الاسهم' (Stock Market)



3:30 pm October 31

NYSE PRICES

Table of NYSE stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'High Low Open Close', and 'FT Free Annual Reports Service'.

NASDAQ NATIONAL MARKET

3:30 pm October 31

Table of NASDAQ National Market stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'High Low Open Close', and 'FT Free Annual Reports Service'.

AMEX PRICES

3:35 pm October 31

Table of AMEX stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'High Low Open Close', and 'FT Free Annual Reports Service'.

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Continuation of stock price tables from the previous pages, including NYSE, NASDAQ, and AMEX data.

